

One Leisure

12 Month

Independent Review Update

July 2025

The One Leisure Journey To Date.....



Independent Review – What did we ask for?

- Short Term Operating Models – What is the correct model for HDC (2-3 years)
 - a) Transformed In-House (**Approved Option**)
 - b) LATC
 - c) Market Solution Outsourced
 - d) Trust or Not for Profit
- Staff & Structural Review
- Built Facility & Playing Pitch Strategies
 - a) Capital Investment Priority list & Programme – links back to June 2023 reports (**Approved by Cabinet**)
- Medium (3-5 years) & Long-Term Operating Models (5+ years)
- Recommendations

Independent Review - Recommendations

The Independent Review identified 22 actions and recommendations and of this;

- a. 15 actions/recommendations have been completed (c. 68%);
- b. 5 remain in progress and span more than a single year (c. 23%), whilst ;
- c. 2 (c. 9%) have not been progressed, primarily due the pending implementation of Local Government Reform (LGR).

Percentage (%)	Status
68%	Complete
23%	In Progress
9%	Incomplete

Independent Review – Complete (1)

Actions

The immediate short term delivery model for the Council's leisure function should be an adequately resourced and empowered Transformed In-House service.

Review the membership architecture to provide enhanced customer choice and invest in digital innovation to improve the customer journey.

Determine the senior management arrangements within One Leisure, necessary to lead and drive service transformation.

Implement the proposed staffing structure and the associated specific actions:

The proposed staff review should be progressed commencing with an Equality Impact Assessment in respect of staff potentially impacted by the review.

Develop a comprehensive stakeholder engagement plan to support the review.

Establish a cohesive and resourced plan to deliver the staff review in conjunction with internal business partners.

Develop a key outcomes framework that provides clarity of task and targets for the service and staff.

Develop a Learning & Development Plan that supports career progression and delivery of service objectives.

Independent Review – Complete (2)

Actions

Develop a robust stakeholder communications plan that addresses both staff and customer communications on all relevant aspects of the change process to ensure business continuity.

Consider developing a set of design principles underpinning the staff review and any subsequent transformation phases.

Develop a contingency plan within the 2024/25 budget planning process to reflect any potential implementation delays and subsequent impact on delivering the projected efficiency

Undertake a post project implementation review to assess if the proposed change has met its objectives and produce lessons learned document to support on-going improvement.

Develop an Aquatic Strategy that sets the future direction of swimming and water-based activity.

Develop a programme of feasibility studies for potential capital investment schemes across the leisure estate aligned to the Indoor Built Facility Strategy, Playing Pitch Strategy and commercial opportunity.

Independent Review – In Progress

Actions

Establish a set of Transformation Design Principles and an Outcomes Framework for the service.

Produce or commission a financial plan to accompany the Indoor Built Facility Strategy and Playing Pitch Strategy to conclude that stage of work.

Develop a structured approach to effectively engaging with the Cambridgeshire & Peterborough Integrated Care System that creates opportunities for One Leisure to broaden its delivery of health improvement interventions.

Commission decarbonisation feasibility studies across the One Leisure estate.

Review and manage the delivery of the proposed 3-year Action Plan.

Independent Review – Incomplete

Action

An Early Market Engagement exercise should be undertaken in parallel to the commencement of the Transformed In-House service, to provide assurance to the Council as part of due diligence and help inform future arrangements.

Upon the conclusion of the Early Market Engagement exercise and the Terms & Conditions Audit, re-evaluate the Local Authority Trading Company option and market solution.

Key Recommendations: 2025 - 2026

1. Commission an independent review of:
 - a) One Leisure's readiness for LGR
 - b) High level state of the market review of leisure providers across Cambridgeshire
 - c) Options, Risks & Recommendations for One Leisure
2. To complete all outstanding feasibility studies for One Leisure sites to RIBA Stage 1
3. Gain full approval for Huntingdon Sport & Health Hub (RIBA Stage 2)
4. Secure partnership arrangement with NHS/ICB for Huntingdon Sport & Health Hub
5. Finalise and gain approval for One Leisure Design Principles
 - a) Vision & Customer Charter
6. Mobilisation & Re-Opening of Sawtry Leisure Centre
7. Continue working with colleagues to develop de-carbonisation plans