

Scrutiny and Policy Panel Report



To monitor the implementation of Magna Vitae's 5-year plan, including Key Performance Indicators

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ACKNOWLEDGEMENTS

In bringing this piece of work to life I would like to thank all the committee members, who took the time out from their hectic work and council duties. I have enjoyed our site visits and various discussion that takes the form of this report. So, thank you Cllr Terry Aldridge, Cllr David Hall, Cllr Steve McMillan, Cllr Ellie Marsh, Cllr Kate Marnoch and Cllr Robert Watson.

We, the committee would like to show our gratitude to all our special guests who took the time and effort to bring many aspects of Magna Vitae forward and make it alive for us. We would like to thank Mr. P. Perry for helping us understand East Lindsey's stance, while Mr. J. Brindle and Mr. A. Richardson helped us understand the role Magna Vitae plays and how it functions. Thanks also to Mr. D. Hollingworth and Mr. S. Robbens for explaining how the ELDC facilities are managed and maintained and to Ms. S. Baker for explaining the present and future of development and sustainability on ELDC assets. Also, thank you to Mr. M. Humphreys for explaining what the Partnership's vision for the future of Health and Leisure is.

We would also like to thank the staff of the Meridian centre, The Embassy Theatre as well as that of the Skegness swimming pool and gym for showing us how the day to day works as well as sharing their enthusiasm in their fields of expertise.

Thank you, Councillor G. Marsh, for visiting and attending our meetings and helping us understand how leisure comes together for the district.

Lastly, I would like to take this opportunity to say that we would be nowhere without the constant support and guidance of Rebecca James. She has put up with our scheduling issues as well as helped steer the committee when it went astray. Thank you for your diligent note keeping and your time management.

SUMMARY

The main task of this panel has been to review the key actions in the 5-year plan which are the basis of our relationship with Magna Vitae. We have looked at the KPIs and how effective they have been. We have monitored the work that has been done to deliver these actions and focused on the corporate priorities as part of reviewing and monitoring the 5-year plan. We have also had the opportunity to understand how Magna Vitae runs on a daily basis through site visits and how they deal with maintenance issues on these sites.

INTRODUCTION

In the past the council has looked at its priorities with regards to providing our residents with better health, leisure, and cultural aspirations through a close working relationship with Magna Vitae. East Lindsey decided to use the charitable trust to provide these services on behalf of the Council. Contractually the Council bound themselves to the charity by agreeing to giving them physical assets to provide services that were streamlined by the Council. There was an additional agreement of a 'base fee' to be paid from ELDC to MV. This base fee is not used for the upkeep of the facility, but instead for the cost of the day to day delivery of the leisure and cultural facility-based services. The agreement to reduce the base fee ended in 2021/22. There is now a base fee of c. £1.5 million for 24/25, which will have an inflationary increase of 3% per annum moving forwards. The total cost for all MV services, including the S.O. Festival, will be c. £1.75 million for 24/25.

East Lindsey have provided their physical assets to promote health, leisure, and culture through a service agreement with Magna Vitae. Following are the facilities:-

- Meridian Leisure Centre, Louth
- Wood Lane Playing Field and MUGA, Louth
- Swimming Pool and Fitness Centre, Horncastle
- Embassy Swimming Pool/ Fitness Centre, Skegness
- Embassy Theatre/ TIC, Skegness
- Station Sports Centre, Mablethorpe
- London Road Pavilion, Louth (until 1st April 2024)

The below facilities are no longer managed by Magna Vitae: -

- Charles Street Recreation Ground, Louth
- MUGA, Sutton on sea.

METHODOLOGY / ANALYSIS

We interviewed people from Magna Vitae, as well as going on site visits to support our understanding of their operations. We have worked closely with East Lindsey officers to understand what our priorities as a council are and if we have been able to fulfil these for our district. We have gone through the 5 year plan and the Q1, Q2, and Q3 reports for 2023 – 2024 as well as the 2022/23 annual report to understand how our partners are doing against their contractual agreement.

*'The Council wishes to ensure that the services are provided so as to maximise the use by, and meet the needs of, all sections of the community and, as far as practical, meet prevailing market expectations.'*¹

As part of the Sub Regional Strategy, it has been decided that,

*'For the purposes of the 5 year Business Plan the Council requires that Magna Vitae need to continue to deliver good quality services out of the main leisure facilities, and protect those core leisure facilities, in order to contribute to the good health and wellbeing of the district's residents – that being the stated priority. Magna Vitae is required to advise the Council, through its business plan, on the proposed future approach to the provisions of non-core services.'*²

East Lindsey have identified a target group to deliver the council's objectives to:-

- the financially disadvantaged,
- the disabled,
- people over the age of 50 years,
- children and young people and
- people at risk of lifestyle related disease.

This panel has looked at the council's priorities with regards to leisure and culture and how East Lindsey would like to see them delivered. The lines of enquiry we used were: -

- review the key actions in the 5-year plan:
- review the KPIs and their effectiveness,
- monitor the work being done to deliver on the actions,
- to include a focus on the relevant ELDC corporate priorities as part of reviewing and monitoring Magna Vitae 5-year plan.

¹ Relevant Section of the Funding and Management Agreement Between ELDC and Magna Vitae Page 4, Section 2.0 Operational Requirements

² Relevant Section of the Funding and Management Agreement Between ELDC and Magna Vitae- Page 3, Schedule 2- Service Outputs

RESULTS / FINDINGS

Key Actions in the 5-year plan

Magna Vitae support the council in delivering its strategic priorities within its 5-year plan. For the first part of the scrutiny, the panel used the relevant ELDC corporate priority from the ELDC Corporate Plan, which was as follows:

- Maximise healthy and active lives

In December 2023, the new Sub-Regional Strategy was approved, replacing the previous ELDC Corporate Plan. The relevant priorities from the recently approved Sub-Regional Strategy are: -

- S&ELCP priority:
 - Healthy Lives – develop our leisure and culture offer for the benefit of residents
- ELDC priority:
 - Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework

KPIs and their effectiveness






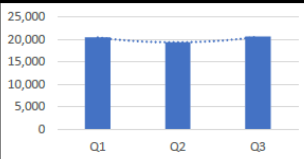
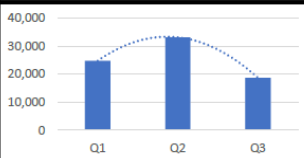
ELDC

Key Performance Indicators (KPIs) are the mechanism by which ELDC monitors the performance of Magna Vitae. The KPI's are reviewed quarterly and reported through the quarterly performance and governance report which goes to Overview Committee at ELDC.

Visitor numbers/ number of tickets sold, by venue,

- number of swims,
- number of swimming lessons
- number of gym members

The below figures are taken from the Q3 ELDC performance report:

Leisure and Culture								
Key Performance indicators (KPIs)	2022/23	2022/23	2023/24	2023/24	2023/24	Target	Status	
	Q3	Q4	Q1	Q2	Q3	2023/24	2023/24	
	Q3	Q4	Q1	Q2	Q3	Q3	Q3	
Visitor numbers	114,473	152,361	151,855	163,842	136,876	Trend Only	Trend Only	
Number of swims	30,808	46,917	45,789	60,426	34,901	Trend Only	Trend Only	
Number of swimming lessons	28,091	30,084	32,226	27,678	26,800	Trend Only	Trend Only	
Number of gym members	3,349	3,705	3,940	4,097	4,043	Trend Only	Trend Only	
Visitor numbers / number of tickets sold, by venue (Meridian Leisure Centre)	Data no previously reported.		96,320	101,049	89,349	Trend Only	Trend Only	
Visitor numbers / number of tickets sold, by venue (Horncastle Leisure Centre)	Data no previously reported.		20,439	19,361	20,604	Trend Only	Trend Only	
Visitor numbers / number of tickets sold, by venue (Embassy Pool)	Data no previously reported.		24,798	33,160	18,671	Trend Only	Trend Only	

Magna Vitae

The Social Value Calculator (SVC) is what leisure operators use to measure the value added impact they have had on sports and physical activity. The total value score for 2022-2023 was £5,097,294 (this is a sum of the physical & mental health + subjective wellbeing + social and community development + individual development¹). They also use a Net Promoter Score which the leisure industry use to measure satisfaction amongst service users and Magna Vitae have averaged out at a score of 57², which is higher than the national average score of 25.

¹ Magna Vitae Annual Report 2022-2023- Page 18- Moving Communities and Social Value

² Magna Vitae Quarter 3 Performance Report 2023-2024 – Page 6

The Sports England 'Moving Communities' tracks participation at public leisure facilities and provides new evidence to monitor the sector performance, sustainability, and social value.

The panel looked at the Magna Vitae quarterly report for Q1 and Q2 of 23/24 and saw a massive increase in not just the physical and mental health but the subjective wellbeing, individual development as well as the social and community development.

The numbers are as follows: -

Quarter 1 Report- 23/24

Quarter 2 Report- 23/24



Q1 23/24	Social value
Physical and mental health	£330,157
Subjective wellbeing	£791,489
Individual development	£11,088
Social and community development	£361,786

Q2 23/24	Social value
Physical and mental health	£887,237
Subjective wellbeing	£2,175,754
Individual development	£30,609
Social and community development	£994,581

Annual Report from 2022/2023

However the annual figures from 2022/2023 have a lot to boast about. The figures are below:



Annual Report 22/23	Social value
Physical and mental health	£1,196,142
Subjective wellbeing	£2,442,729
Individual development	£19,405
Social and community development	£1,115,003

The only area that seems to need further growth seems to be around Individual development. While on our site visit, we were told that many of the apprentices who come to learn skill sets often turn into employees, which suggests the work environment is good and promotes long term employment.

Monitoring work being done to deliver on the actions.

The deliverables are monitored on a quarterly as well as an annual basis. The council have specified what the performance indicators will be and how they will be quantified. We looked at all figures derived from the quarterly as well as annual report that were based on the key asks of the trust which were how much of their target they hit as compared to previous quarters, what developmental work they carried out as well as customer satisfaction survey and their results. Below are some of the points mentioned in Magna Vitae quarterly reports that gave us a peek into their deliverables. These are offerings / activities that have either been delivered by Magna Vitae themselves or through working with external partners.

- There have been above 800,000 venue visits.
- Swimming lessons are at an 120% increase from their pre covid numbers.
- Fitness memberships has been growing but at a moderate pace.
- Theatre is in a stage of recovery through the Arts Council's contribution.
- Facilitating after school programs & local activities (95+ schools and clubs).
- Adding and / or facilitating loads of value-added services such as LCC and Public Health-funded exercise on prescription, cardiac rehabilitation, slimming world, dementia UK, Diabetes, Still Me, FFF. Chaps, TED
- Receivers of the National award for innovation by Dementia UK
- Host East Lindsey's disability forum
- Examination centre for driving school
- Two approved training centres- QUEST PLUS accredited
- Provide the opportunity for employability and training
- After school clubs-HAF (Holiday Activity & Food) programme
- Host Regional and international sports events thus promoting the local area, including SAG (Safety Advisory Group) that supports and advises 150 plus events a year
- SO Festival – 50,000 visitors thus giving a boost to the local economy
- Sports and arts development programme
- Creative people and places (CPP) opportunity
- Support to local sports and cultural clubs and organisations during covid
- Support to both ELDC and Boston Cultural strategy
- Support to Town Deal capital projects
- Covid community support

CONCLUSION

Our focus has been on understanding what services are being offered as per the priority of the partnership and how effectively Magna Vitae are providing the service.

In conclusion we feel that Magna Vitae are delivering on their contractual agreement and have made headway in creating new income streams in trying to be less reliant on the Council in the future, whilst creating a rich and varied offer of sports, leisure, and cultural activities for the residents of East Lindsey.

RECOMMENDATIONS

1. ELDC communications team to look at developing a promotional campaign to help increase membership numbers via their social media and communication channels;
2. ELDC to work with MV to ensure they recognise ELDC as a partner on official branding and relevant campaigns from now onwards;
3. Property / assets team to ensure they have the correct funding mechanism to allow for proper maintenance and repair of the facilities when required. For future tenders, proper consideration of maintenance and repair should be part of the contractual considerations to ensure facilities can be maintained at a high quality standard;
4. To ensure MV have a continued focus on being commercial, thus reducing reliance on the council as and when the economy grows and costs reduce in future years, ELDC and MV to put in place an annual plan that works towards the Gain Share detailed within the Funding Management Agreement, above the agreed threshold of £50,000 (excluding accrual of grants, donations and external funding related to ongoing projects);
5. To link the Economic Growth Team with the Healthy Living Board to enable further collaboration between health, leisure, culture, thus making our area not just sight tourism but also active tourism.
6. To receive an annual presentation/report from Magna Vitae at a Reserved Members Day on how they fulfil the leisure, health, and wellbeing work on behalf of the Council.
7. There should be some pre-scrutiny of the upcoming decision regarding a single leisure provider for the S&ELCP prior to a report going to Overview;
8. Any future provider of culture and leisure services must be set appropriately high performance indicators in order to safeguard the health and wellbeing of residents.

REFERENCES

Funding and Management Agreement Between ELDC and Magna Vitae

MV 5 year Business plan

S&ELCP Key Performance Indicators 2022 (MV)

Magna Vitae Annual Report 2022-2023

MV Quarterly Review Q1 April-June 2023

MV Quarterly Review Q2 July-September 2023

MV Quarterly Review Q3 October – December 2023