

	Description	Advantages	Disadvantages
Outsourced delivery as part of management contract	<p>Under this option, the responsibility for sports development is passed to the operator who is responsible for the delivery of the service and employs the sports development staff.</p> <p>The Services Specification would typically include provision for the operator to work closely with the client team to develop the sport development targets and objectives on an annual basis through an annual sports development plan. Typically, where it is now included in management contracts, the focus is on broader health & wellbeing outcomes, rather than just sports development in isolation.</p> <p>The exact service an operator delivers can be tested through the competitive tendering process with a scored method statement response requiring them to articulate how they would work with the client to deliver against their objectives.</p>	<ul style="list-style-type: none"> • Ensure the integration of the leisure centre management with sports development • Benefits from wider sports development expertise an operator may offer • Provides cost certainty and protection for the service (cost of sports development service is factored into management fee arrangement with operator) • Day-to-day operational risks and responsibilities passed to the operator. 	<ul style="list-style-type: none"> • Although the operator would be required through the contract to collaborate with the City on sports development, inevitably the City would lose day-to-day control over the service and the programmes and activities delivered • Sports development potentially regarded as a lower priority by the operator as it does not deliver the commercial returns of other elements of the service • Unless carefully specified and managed, the sports development service may become more narrowly focussed around GLLC and wider opportunities beyond the boundaries of the facility may be missed.
In-house delivery	<p>Under this option, the client retains responsibility for delivering the sports development service and employs the staff related to the service.</p> <p>If the wider leisure facilities management is outsourced, it is typical for that contract to include provisions for the operator to support and collaborate with the client team to help them deliver sports development. This can include, for example, providing a certain number of programming hours in the facilities they manage for free or providing a certain amount of staff time for free.</p>	<ul style="list-style-type: none"> • The City retains direct, day-to-day control over the service and the programmes delivered • Greater opportunity for the service to link up with the other sports facilities managed directly by the City • Greater opportunity to engage and collaborate with related services with the City (e.g. health & wellbeing). 	<ul style="list-style-type: none"> • Less opportunity for the City to benefit from the wider sports development expertise an operator may be able to offer • All day-to-day risks and responsibilities for the service sit with the City • Sports development service more vulnerable to future budget constraints • Sport development service may end up less connected to activities at GLLC.

Case Study: London Borough of Barnet

The London Borough of Barnet appointed GLL to manage its five leisure centres on a ten-year contract starting in January 2018. As well as the facilities management role, there is a responsibility for GLL to deliver against the Council's sports, health and wellbeing objectives. Their offer included the following sports and health development proposals:

- Borough-wide Physical Activity Referral Scheme which creates a pathway for exercise referral, diabetes and falls prevention
- Delivery of specialist health programmes that include children's weight management, adult weight management and a cancer rehabilitation scheme
- Creation of 'health hubs' at each facility to deliver health checks and advice for residents
- GLL Community Programme that delivers activities in a variety of local settings through working with care homes, women's groups, social clubs, religious organisations and schools
- GLL Activate Healthy Lifestyle Schools Programme that engages with a targeted number of schools per annum linked to Change for Life Clubs.