# City of London Corporation Committee Report

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| **Committee:**<br>Community and Children's Services Committee | **Dated:**<br>8 September 2026 |
| **Subject:**<br><br>**Golden Lane Leisure Centre Update** | **Public report:**<br><br>For Discussion |
| **This proposal:**<br>• **delivers Corporate Plan 2024-29 outcomes** | Diverse Engaged Communities<br>Providing Excellent Services |
| **Does this proposal require extra revenue and/or capital spending?** | No |
| **If so, how much?** | NA |
| **What is the source of Funding?** | NA |
| **Has this Funding Source been agreed with the Chamberlain's Department?** | NA |
| **Report of:** | Judith Finlay, Executive Director of Community and Children's Services |
| **Report author:** | Greg Knight, Head of Commissioning, Community and Children's Services |

## Summary

This report updates Members on both the procurement activity being undertaken to secure a new leisure management contract and progress with the Golden Lane Leisure Centre (GLLC) refurbishment programme.

The procurement approach has been approved, is informed by market engagement and specialist leisure advice, and will use Sport England industry-standard documentation tailored to the City Corporation's requirements. It will secure a specialist leisure operator to manage the refurbished centre and deliver accessible, affordable and inclusive services for the City's communities. The Invitation to Tender will be published in December 2026.

The refurbishment remains on track through the detailed design stage, with public consultation and planning submission scheduled for autumn 2026.

The GLLC Steering Group has been established and is providing community and stakeholder input into the refurbishment programme and future leisure service provision.

## Recommendations

Members are asked to:

- Note the procurement approach and timeline to award the new leisure management contract for GLLC.
- Note the key dates for the GLLC refurbishment programme.
- Note the continued engagement with the GLLC Steering Group on both the procurement and refurbishment programmes.

## Main Report

### Background

1. The procurement of a new leisure operator is being progressed alongside the GLLC refurbishment programme to secure an accessible, affordable and inclusive service for the City's residents and wider community. The operator will be responsible for the management of GLLC, including programming, pricing, concessions, community access, customer service, asset management, planned and preventative maintenance, and performance reporting. The mobilisation of the new service contract is aligned to completion of the refurbishment programme.

### Current Position

<u>GLLC Leisure Management Contract Procurement</u>

2. Key procurement activities and dates are summarised below:

- Finalising tender documentation: September – November 2026
- Invitation to tender: December 2026 – February 2027
- Evaluation and moderation: March 2027
- Contract award: April 2027
- Contract mobilisation: May 2027
- Service commencement: Upon completion of the refurbishment programme

3. The procurement strategy has been completed and signed off by the Department's Category Board. The strategy confirms the recommended procurement option to outsource the management of the centre under the Procurement Act 2023. The contract duration is 10 years, with an optional extension of up to five years.

4. The strategy has been developed in response to extensive preliminary market engagement feedback, and sets out the evaluation criteria balancing technical quality, commercial and responsible procurement to enable award to the Most Advantageous Tender. The approach will prioritise service quality, community outcomes, value for money and responsible procurement commitments.

5. The Sports Development and Exercise on Referral Services are being developed as additional elements, with award subject to the City Corporation's discretion. This reflects the different and shorter-term funding arrangements for these elements. The approach will allow bidders to set out method statements to deliver these services, including associated costs. The Sports Development element will also be considered alongside an in-house model being developed by the City Corporation's Sports Team, enabling an informed decision on the preferred service model.

## Sport England Industry-Standard Documentation

6. The Sports Consultancy continues to provide procurement support, drawing on expertise in leisure management contracts, market testing, benchmarking, service specification development and evaluation criteria. The Sports Consultancy is supporting officers in developing tender documentation, technical questions, contract schedules and utilities provisions.

7. The procurement will use Sport England's industry-standard Leisure Services Delivery Guidance and Leisure Operator Contract documentation, tailored to GLLC-specific requirements. This will ensure a market-recognised framework for delivering leisure services, including contract, service specification and performance monitoring arrangements.

8. The specification will include target programming and protected sessions for the City's communities.

## Stakeholder and GLLC Steering Group Engagement

9. Officers are working with stakeholders across the City Corporation to confirm key requirements and ensure relevant departments are engaged in shaping the service specification and deliverables.

10. Officers are working collaboratively with the GLLC Steering Group to provide community and user input into the refurbishment and future service designs. The refurbishment work includes reviewing proposed spatial arrangements to ensure that the design reflects the needs and priorities of centre users and wider stakeholders, while remaining in line with the latest standards. Service engagement includes identifying priorities, protected usage, access and affordability, programming, priority outcomes, future engagement and reporting.

## GLLC Refurbishment Programme

11. The refurbishment programme is continuing through the design development phase (RIBA Stage 3), following the decision by the June Community and Children's Services Committee to proceed with Enhanced Option 1. This option retains the sports hall while extending the existing gym facilities, supporting the long-term financial sustainability of the centre. The project team is currently developing the design and supporting documentation, with a planning application on track for the targeted October 2026 submission, wider public engagement scheduled for mid-September 2026, and statutory public planning consultation following submission.

## Alternative Provision

12. The alternative provision arranged by the Department to ensure continuity of service for key user groups during the temporary closure of GLLC continues. CitySport hosts a range of Young at Heart activities, including table tennis, line dancing, ballroom dancing, Tai Chi, gentle exercise, short mat bowls and pickleball, providing continued access to structured physical activity programming. SEND provision also continues, with multi-sports, football and gym sessions at CitySport, in addition to swimming lessons delivered in partnership with Hackney Anaconda Swimming Club.

13. Discussions with neighbouring local authorities have progressed to support City of London residents' access to Adult Exercise on Referral services. Officers are finalising arrangements, with the service offer expected to be mobilised by October 2026.

## Corporate & Strategic Implications

Strategic implications – The refurbishment and procurement approach will secure the future of GLLC, contributing to strategic aims linked to excellent service provision, engaged communities and improved health and wellbeing.

Financial implications – Financial implications are addressed within the refurbishment programme and procurement strategy, which identifies an approach to secure the Most Advantageous Tender.

Resource implications – Resource requirements and implications of the refurbishment, procurement and service delivery are fully considered.

Legal implications – Legal Services is engaged in reviewing the tender documentation and lease arrangements to ensure quality and compliance for the leisure management contract.

Risk implications – Key risks are being managed through the project risk registers and internal governance.

Equalities implications – The refurbishment programme and procurement documents are being developed to promote inclusive access for key user groups, supported by the completion of Equalities Impact Assessments.

Climate implications – The refurbishment programme and procurement address utilities, consumption and sustainability requirements within the improved facilities and new service operation, in line with the Corporation's Climate Action Strategy commitments.

Security implications - None.

## Conclusion

14. The GLLC refurbishment programme and procurement of the new leisure management contract are progressing, with key milestones remaining on track. The procurement strategy draws on specialist leisure expertise and industry-standard documentation to secure a high-quality service. Engagement with the GLLC Steering Group is ongoing to ensure the refurbishment and future service reflect community priorities and user needs.

## Appendices

- None

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