

TELFORD & WREKIN COUNCIL

CABINET - 6 DECEMBER 2012

TELFORD ICE RINK - NEW WAYS OF WORKING

REPORT OF ASSISTANT DIRECTOR OF NEIGHBOURHOOD AND LEISURE SERVICES

LEAD CABINET MEMBER – CLLR ARNOLD ENGLAND

(PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 Following a programme of review, engagement and consultation with stakeholders including ice rink users, staff, senior managers and cabinet members it is proposed to pilot a new management model for Telford Ice Rink which reflects the co-operative values of the council. If successful similar models may be developed more widely across the Leisure service.
- 1.2 In order to ensure that frontline and income generating services such as the ice rink are able to meet both their social and financial objectives and to meaningfully empower any proposed steering groups a review of working practices such as financial and asset management, HR policy and Marketing and Communications will need to be undertaken.

2 RECOMMENDATIONS

- 2.1 That Cabinet endorse the proposed interim ice rink steering group model as set out in Appendix 2 and to receive a review after a 12 month period of operation.
- 2.2 That Cabinet endorse the general review of working practices and resource alignment detailed within the report and grant delegated authority to the Managing Director to progress and implement these.

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The ice rink is a regional facility which attracts approximately 250,000 visitors per year, The facility provides opportunities for young people and families to be physically active and therefore contributes to improving the health and well being of residents of Telford & Wrekin and is one of the most popular venues in the borough for young people.
	Will the proposals impact on specific groups of people?	
	Yes	The proposal will enhance community and sporting provision for a range of community groups particularly children, young people and families.

TARGET COMPLETION/DELIVERY DATE	It is proposed that the Ice Rink Steering Group would be operational by January 2013 with ongoing monitoring until January 2014.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	As the report acknowledges, the ongoing financial sustainability of the ice rink and the achievement of budgeted income targets is a paramount consideration when reviewing New Ways of Working at the Ice Rink. Financial advice and support will be provided throughout the review to ensure that any proposal does not have a financially detrimental impact on the ice rink nor on the wider Borough wide budget strategy. JAC141112
LEGAL ISSUES	Yes	Legal advice in respect of proposed new ways of working will be provided as needed when proposals have been developed.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Opportunities to pilot alternative ways of working which reflect the co-operative council values and actively involve stakeholders including the community and staff. Opportunity to realise additional resources and added value to help the ice rink achieve its challenging income targets and social objectives.
IMPACT ON SPECIFIC WARDS	No	Borough wide impact.

(PART B) – ADDITIONAL INFORMATION

4 INFORMATION

- 4.1 Proposals for an ‘in house’ investment option for the ice rink were approved by Cabinet in November 2011 and provision was built into the 2012/13 budget strategy. The ice rink reopened on the 21 October 2012 after a £4m regeneration with 850 people attending the first match of local ice hockey team Telford Tigers. A grand opening of the rink is planned for January 2013 which will include the new soft play facility.
- 4.2 In addition to the physical regeneration of the Ice Rink, it was recognised that in keeping with the Co-operative principles an opportunity exists to work more closely with stakeholders, many of whom have a long association with the ice rink.
- 4.3 The temporary closure of the rink provided an opportunity to do something different and to distinguish, from other models, the way in which the ice rink is managed. Whilst the financial sustainability of the ice rink remains paramount, it is recognised that this does not need to be at the expense of its social value. A vision of enhancing and supporting the financial model through the recognition and development of the social values of the ice rink emerged. A small project group was established in July 2012 and a project brief was developed that identified 8 key outcomes:
- Different management culture with flexibilities and freedoms at the rink that is more creative and enterprising
 - An improved customer experience for those using the facility
 - Greater involvement of staff, customers and users in the management of the rink
 - Improved relationships with all stakeholders
 - Stronger focus on the social value of the ice rink

- Improved communication and marketing including the use of social media to engage existing users and attract new users
 - More efficient carbon footprint
 - Increased customer numbers and income
- 4.4 Throughout the closure of the ice rink stakeholders and the public have been consulted and engaged and independent consultation has been undertaken by Improvement and Efficiency West Midlands with a range of stakeholders.
- 4.5 As part of the consultation and communication process stakeholders and staff have been invited to a number of workshops and have been given the opportunity to visit the ice rink at various stages of the refurbishment. Progress and feedback has been communicated by a number of channels including the use of social media such as Facebook and Twitter.
- 4.6 Consultation with stakeholders focussed on developing a new Co-operative way of working together for the benefit of the ice rink. It was recognised that each of the key stakeholders could all bring individual benefit to the rink and that this could become even greater if they all worked together. There is a shared agreement amongst stakeholders that the ice rink is an asset that they are all proud of and to be associated with.
- 4.7 From the workshops and the work undertaken by Improvement and Efficiency West Midlands there were clear views from stakeholders on the areas for improvement and where co-operative working could be adopted:
- Management and Decision Making
 - Marketing and Promotion
 - Innovation
- 4.8 A questionnaire has also been available on the Council website for residents and users to let us know their views on what they like and don't like about the ice rink, why they chose to come to the ice rink and what they would change. In addition to this, analysis of ice rink customer complaints, comments and compliments over the last 12 months has also been undertaken. The information gathered from the questionnaire and the customer feedback will help to inform the future business planning of the ice rink and enable the Council and stakeholders to respond to user need.
- 4.9 A workshop was held in September 2012 with Senior Managers and Cabinet Members which explored the current management models available, considered risk and innovation and resulted in the development of set of criteria to be used to inform any future management model of the ice rink:
- Financial Sustainability
 - Complement Priorities and Direction of Council
 - Social Value
 - Degree of Council influence/control
 - Quality
 - Encourage and Develop Employees
 - Robust from external challenge
 - Innovative Marketing and Communication
 - Creative and Enterprising
 - Engagement with staff and stakeholders

A desktop exercise has been undertaken which assessed the suitability of alternative models against the identified criteria as set out in [appendix 1](#).

- 4.10 Taking into consideration the results from the stakeholder and staff consultation and the options appraisal, it is recommended that in order to maintain momentum, ensure that the impetus is not lost and that tangible culture change is achieved, an interim model, which has been developed with stakeholders is adopted. The model ([appendix 2](#)) will encourage and support stakeholder engagement and ownership and continue to build on the consultation undertaken to date. The model does not preclude any longer term options and is intended to be flexible.
- 4.11 Further work is required to build on this proposal both in terms of the ice rink and also in respect of identifying core co-operative service delivery principles that might be applied more widely across frontline income generating services. This may be particularly relevant in respect of considering how Leisure might need to work differently with school partners given the changing landscape of school governance arrangements.

5. NEW WAYS OF WORKING

- 5.1 In considering the future management arrangements at the ice rink, wider leisure services and other income generating frontline service areas, the opportunity also exists to review historic working practices and policies and explore new and alternative ways of working. It is considered that these be explored to enable the ice rink and other services to be more innovative, creative and to support an entrepreneurial spirit amongst management, staff and stakeholders. Some of the considerations include reviewing :
Working practices such as financial and asset management, HR policy and Marketing and Communications.

6. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

6.1 Community Impact

In addition to attracting skaters from Telford & Wrekin and from across the wider region, the facility is home to a number of independent but related businesses, clubs, and organisations. It is clear from the consultation and engagement process that the success of the ice rink and the success of these stakeholders in is intrinsically linked.

The ice rink represents an opportunity to practically apply the Co-operative Council values of genuine involvement, engagement and ownership which will help stakeholders sustain and grow whilst improving services for the community.

6.2 Finance Value for Money

The Council has committed significant investment into the ice rink, to be recouped through the generation of additional income which has been built into the revenue budget. It is recognised that other than the Council there are a range of stakeholders who can and are willing to contribute to ensuring the successful sustainability of the ice rink.

6.3 Other Impacts and Risks

A desk top analysis has been undertaken to evaluate the potential risks and levels of innovation that the various management models may present. It was considered on balance that a 'modified in house' model would, represent the best balance particularly given its strategic fit with corporate priorities and its ability to be further developed and modelled to reflect circumstances.

7. PREVIOUS MINUTES

- a. Telford & Wrekin Council Cabinet 8th June 2010
- b. Telford & Wrekin Council Cabinet 20th October 2011

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Appendix 1: Delivery Models - Risk and Innovation

Model	Group	Degree of Risk	Degree of Innovation	Conclusions/ Comments
In House	Members	Low Risk (although risk aware)	Low innovation	Mixed views of levels of innovation Low risk
	Senior Managers	Low Risk	High Innovation	
	Project Team	Low Risk	Medium Innovation	
Third Sector Social Enterprise (created from an in house operation)	Members	Low Risk (higher than in house option)	Low innovation	Low-Med risk slightly higher level of innovation
	Senior Managers	Low Risk (higher than in house option)	Medium Innovation	
	Project Team	Medium Risk	Medium Innovation	
Third Sector Social Enterprise (already existing)	Members	Low Risk (higher than in house option)	Low innovation	Mixed views on innovation Med – high risk
	Senior Managers	High Risk	High Innovation	
	Project Team	Medium Risk	Medium Innovation	
Private Sector Operator	Members	High Risk	Low Innovation	High risk Medium/low innovation
	Senior Managers	High Risk	Medium Innovation	
	Project Team	High Risk	Medium Innovation	
Private Sector Operator with Social Enterprise Model (Hybrid)	Members	n/a	n/a	High risk Medium innovation
	Senior Managers	Medium Risk	High Innovation	
	Project Team	High Risk	Medium Innovation	
Mixed Economy	Members	n/a	n/a	Medium risk High innovation
	Senior Managers	Medium Risk	High Innovation	
	Project Team	Medium Risk	High Innovation	

Appendix 2: Draft Interim Ice Rink Co-operative Management Model

