

Sustainable solutions...



for community leisure
and culture services



■ CONSISTENCY ■ CREDIBILITY ■ TRUST

The budget's getting smaller but there are solutions

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What's the issue?

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- Councils are half way through a scheduled 40% cut in government funding.
- £10 billion of savings delivered in three years from 2011/12.
- 60% of councils considering some degree of service reduction to help meet budget gap this year (2015).
- LGA predicts budget available to deliver some of most popular, non-statutory services (including leisure) will shrink by 66% by 2020.

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What are your drivers?

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- Deliver significant operational cost savings.
- Generate greater income.
- Provide a financially stable future for leisure services.
- Enable financial savings through NNDR relief and VAT exemptions.
- Provide the most efficient means to take forward your ambitions.
- Maintain high quality services.

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Don't cut services, there are options

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- Become more commercial.
- Transform the in-house service.
- Outsource services to specialist provider.
- Establish Local Authority Trading Company.
- Transfer service provision to social enterprise.
- Set up a joint venture and shared services.

About V4 Services

V4 Services is a leading provider of local government transformation solutions. We have worked in partnership with over 90 organisations including: local authorities, NHS, leisure trusts in the UK to help meet their unprecedented budget challenges, while maintaining essential services for the communities they serve and ensuring that our solutions are sustainable.

Our offering is based upon an in-depth knowledge of both the local government arena and the private sector. Having held senior level positions in both, we understand the different drivers and develop creative commissioning and delivery solutions that lead to more cost effective and improved services for local communities. We offer a unique opportunity to do things differently by drawing out the attributes of all sectors including: voluntary/charitable, public and private. Each does things well and our role is to combine the merits of each to ensure that local people receive the quality services that they need.

Our Leisure and Culture Team

Our team has vast experience of providing sports, leisure and cultural services designed to meet the needs of local communities, both as operators and as expert advisors. We believe in the potential of high quality leisure services to develop healthy, positive and active communities and that's why we're passionate about working with our partners to provide solutions that enable them to deliver services more efficiently while improving participation and customer satisfaction.

We have specific experience in the establishment of different operating models including: leisure and culture trusts, social enterprises (with trading subsidiaries), arm's length companies, joint ventures and public private partnerships for the delivery of statutory and non-statutory services.

Our expertise spans across the sport, leisure and culture sectors including:

- **Sport and leisure** - facilities (development and operation), service delivery, sports development, parks and open spaces and programme management of new builds.
- **Culture and heritage** - museums, libraries, archives, theatres and entertainment venues, arts centres and heritage.

Read on to find out how we can help you. >





Examples of recent work



North Ayrshire, Scotland

Options Appraisal for effective management model for a new landmark leisure facility to be constructed by the authority and a review of funding options.



North Down Borough Council, Northern Ireland

Options Appraisal for the future management of the new landmark Bangor Aurora Aquatic & Leisure Centre including the first international class 50m pool and diving centre in Northern Ireland.

Technical advisor for all stages in the procurement process for the appointment of a 'first generation' leisure operator including supporting the EU Competitive Dialogue process at all stages.

Delivering savings with our partners

Our team specialises in creating solutions which provide savings and efficiencies in the leisure, sports and culture sector.

Our work with clients typically saves up to 20 per cent of annual service revenue budgets – without reducing front line facilities and services. Our solutions include: re-negotiating the existing contracts with operators; establishing charitable trusts to gain business rate and tax relief and outsourcing in-house operations whilst delivering other service benefits.

Our services are tailored to meet your needs and your own internal capacity and capabilities so that you only pay for what you need.

We provide:

■ An initial review of the procurement options for service outsourcing

It considers the scope of services, risk transfer, procurement process options, analysis of the market, supplier engagement (contractors), estimate of savings, baseline analysis (current value for money and service quality).

■ Management options appraisal

We provide a review of the options available for the future management and operation of services and facilities, including a financial analysis. Options could include: making

internal efficiencies, outsourcing to a private contractor or existing charitable trust or establishing a local trust.

■ Technical and specialist support for the procurement process

End-to-end support including: production of the procurement document set (pre-qualification questionnaire, Memorandum of Information, services specification, fee model/payment mechanism, performance framework, evaluation models and risk analysis etc. We are experienced in all forms of procurement including Competitive Dialogue.



The brief was very extensive – a Feasibility Study for a £30 million facilities development project and an Options Appraisal for future service delivery. The team worked closely with the authority and our solicitors to develop the documentation set and lead the process of registration, formation and eventual service transfer. All achieved in a very short timescale due to the thorough understanding of the full range of issues.



Iain Varah – Chief Culture, Sport and Community Learning Officer, London Borough of Redbridge



Examples of recent work

Coleraine Borough Council, Northern Ireland

Broad ranging 'value for money' service reviews of the Dunluce Centre, Flowerfield Arts Centre and Riverside Theatre, with the aim of providing options for service improvement and reducing the level of council subsidy.

Cumbria County Council

Review of the arrangements for delivering sports and arts development (and physical activities) for the six authorities in the county (an area with isolated rural communities and pockets of urban deprivation) – with an aim to make efficiencies and to improve collaboration between stakeholders.

Service improvement solutions

Our Full Service Review examines not only value for money, but whether the service is affordable, effective and properly organised to deliver your key objectives, now and in the future.

We provide specialised review services including facility operations, supply and demand analysis and we write business cases for the development of new community facilities and can evaluate the cost/benefit of closing older, more costly buildings and replacing with new.

- **Transformation of services**
Support to the in-house team to transform and improve the provision and efficiency of services.

- **Community asset transfers**
The transfer of public sector assets to community organisations is a way of building the capacity of local groups and enabling the development of community service provision. Our expertise enables you to avoid the pitfalls, mutually benefit from the transfer and speed up the process.

- **Review of your assets**
With our associates, NAA, we can carry out supply and demand analysis for facility planning models. NAA are the only consultants in the UK recognised by Sport England on all four Lots of the Strategic Planning Framework.

- **Review of services**
An assessment of current services including: what is done, why it is done, and whether it is appropriate, necessary and affordable. Our reviews include extensive value for money analyses and benchmarking assessments.

- **Feasibility study and business case for new facilities**
We work with architects, our own associates and other reputable companies on Royal Institute of British Architects feasibility work at all stages. We provide estimates of operating costs and income, utilisation, needs assessment, preliminary costs and finance options – all part of the business case development.

“V4 Services were originally engaged to carry out an options appraisal to assess the optimum means of delivering leisure services in the North Down area. Prompted by the construction of a major new Leisure Centre in Bangor incorporating Northern Ireland’s first 50 metre pool; V4 Services were engaged by specialist lawyers to support the council at all stages in the procurement process for an operating partner. V4 Services’ support was highly focused, and the team worked hard to share knowledge and experience.”

David Warden, North Down Borough Council, Head of Leisure and Community Services



Examples of recent work

▶ Peterborough City Council

Options Appraisal through to procurement and transfer of a broad range of leisure and cultural services including: museums, heritage, libraries and archives, sports and leisure centres, theatres and recreation grounds. This resulted in the establishment of a local trust – Vivacity.

▶ South Tyneside Council

Pre-procurement options appraisal, and further engaged to support the full procurement process and develop the Business Plan for a locally established 'Trust'.

▶ London Borough of Sutton

A comprehensive review of commissioning and delivery arrangements for a wide range of services including museums, heritage, libraries, parks, sports/ arts development and the innovative "Life Centre".

Experts in charitable trust formation

We have over ten years' experience in the establishment and review of charitable and other non profit distributing organisations, and have set up a number of the leading leisure and culture trusts.

Scopes have included: leisure centres, libraries, theatres, museums, archives, sports development, heritage attractions, golf courses, recreation grounds, parks and green spaces. We offer a complete package tailored to meet your individual needs, from options appraisal to service transfer. This includes advice relating to enabling powers and procurement regulation/legislation; stakeholder engagement; business planning; HR/TUPE; finance; and legal support (if required).

Our work can extend to leadership in the negotiation of the documents which define the formal arrangements, including:

- Registration (of the 'Trust')
- Charitable status applications
- Pension fund agreements
- Management and Funding Agreement
- Services Specification
- Performance Management Framework
- Transfer Agreement
- Lease

We also provide TUPE advice, and can manage the recruitment and training of trustees/directors.



Vivacity is an independent, not-for-profit organisation with charitable status. Established in 2010, we manage many of Peterborough's most popular culture and leisure facilities on behalf of Peterborough City Council including libraries and archives, sport and leisure, theatres and arts, museums, heritage and festivals. Steve Laird of V4 Services worked with the council and Vivacity from the Options Appraisal and Business Case to the date of transfer. With an enthusiastic, professional, highly knowledgeable approach, he provided real "hands on" support. The new partnership delivers very significant financial benefits as well as first class facilities and services.



Kevin Tighe, Vivacity, Chief Executive



Examples of recent work

Successful delivery of capital programmes and projects

As the client's principal agent, we provide turnkey project management support from concept to completion.

This includes the feasibility study, business case development, funding and full procurement and management of secondary contractors.

We work out the cost of 'new versus old' and produce projections for all operating income and lifecycle costs as part of the Outline Business Case – which includes the appraisal of various funding routes.

Our service is flexible and can be designed to meet your needs and complement your existing services but typically includes: stakeholder and community engagement, communication, risk management and day-to-day management of the programme to ensure on time, on budget delivery.

We work with developers to release land values and we have a network of architects and cost management advisors who specialise in designing innovative and exciting leisure and culture facilities.



Aylesbury Waterside Theatre



Aqua Vale Leisure Complex

> Aylesbury Vale District Council

Appointed as the council's principal agent to manage the delivery of a £92m town centre regeneration scheme including:

Aylesbury Waterside Theatre – construction of brand new, 1,200 capacity regional theatre and entertainment venue (£42m project, opened in Oct 2010).

Aqua Vale Leisure Complex – refurbishment and extension of the existing leisure complex providing:

- Refurbished cafe positioned to serve the users of the adjoining Vale Park.
- Installation of a retractable roof on the outdoor pool to provide year-round access.
- Addition of a second flume and refurbishment of the original.
- Improved energy efficiency
- Increased gym, fitness and parking provision.

“Aylesbury Vale District Council has a very ambitious vision for the regeneration of our town and the provision of a first-class leisure, arts and cultural offering for the local community. V4 Services have been instrumental in making this vision become a reality. They have worked closely with our staff, members and community providing clear direction, coordination and delivery of our regeneration projects. They have worked with us to implement strong governance; engagement and management of stakeholders and suppliers; financial tracking to enable informed decision making; and a proactive risk, management and performance structure.”

Andrew Grant, Chief Executive, Aylesbury Vale District Council



Examples of recent work

- **Cheshire West and Chester Council**
Four year Leisure and Cultural Consultancy Services Framework Agreement involving numerous projects and including business cases for new build leisure facilities.
- **Herefordshire County Council**
Provision of all permanent and interim executive recruitment.
- **London Borough of Newham**
Provision of ICT, HR and finance leads providing turnkey support for the establishment of a local trust and transfer.
- **Liverpool City Council**
Management of the procurement for the appointment of a specialist golf operating partner for two of Liverpool's golf courses.

High level strategic support and hands-on delivery

We provide high level strategic support on a totally flexible basis – from interim heads of service to 'task and finish' for major issue resolution. We also provide an arbitration service to resolve issues between councils and service providers (including leisure contractors and locally established Trusts).

Multi-disciplined solutions

Our core leisure and culture specialists are supported by a team of employees and trusted associates covering: finance, health, funding, procurement, catering and event management, income generation, HR and legal matters – a single solution to meet your needs.

We can provide:

- **Project Managers** – capital procurement and project delivery
- **Procurement Advisors** – specifically for sports and leisure facilities and service management contracts
- **Heads of Service** – sports, physical activity, health, parks and green spaces, social regeneration, culture and community
- **Chief Executives and Managing Directors** – Leisure Trusts
- **Monitoring and Performance Officers**
- **Bid Managers** – capital and revenue funding programmes (Community Initiatives Fund, Sport England, Football Foundation, Lottery Funds, EU etc)
- **Programme Managers** – social regeneration projects
- **Event Directors / Managers** – festivals, celebrations, sports and cultural events
- **Technical experts** – construction project managers

“Following a tender process, we appointed V4 Services as our framework partner to work with us in developing our leisure and cultural sector as a key component of regeneration and supporting a healthy and active local community. We recognise that the next four years are going to be particularly challenging and have developed an innovative and trail-blazing approach to leisure and culture service delivery.”

Chris Cook, Cheshire West and Chester Council, Head of Culture and Recreation

The benefits of choosing V4 Services



Commercial perspective

We bring commercial knowledge and experience from years of working with the private and public sectors and we apply that knowledge to the solutions we propose for our clients.



Return on your investment

We deliver substantial return on investment for our partners and this has been reflected in the growth of our business. Our team is committed to providing quality solutions that reduce costs whilst minimising the impact on services and indeed building stronger and more resilient services for the future.



An operator's understanding

Our team has extensive firsthand experience of managing and operating large venues and multiple facility estates, both in the private and public sectors. We understand the business models used by operators and we can optimise the offer to the market for outsourcing projects.



Excellent track record

We've achieved multiple national awards for our partnership working. We are advisors to Sporta, the national association of leisure and culture trusts.



Understanding your communities

We work with a wide range of stakeholders from local residents, businesses, elected members and voluntary sports clubs to achieve positive outcomes.



Focused on results

We provide practical solutions to challenges and find efficiencies and savings while helping you to protect and develop quality sports, leisure and cultural facilities and services which meet your health, environment, participation and community cohesion objectives.



One stop shop

Our Leisure and Culture Team specialises in helping you to provide efficient, effective facilities and services that meet your community's needs. We also utilise our colleagues across V4 Services whose expertise covers a broad range of disciplines such as: governance, legal services, human resources and external funding.



Quick and easy to engage

There are a number of options for compliantly and efficiently buying our services which we are happy to discuss with you.

Find out more about our awards 

Awards

Our business transformation solutions have delivered substantial return on investment for our clients and we're pleased to say that our joint achievements have been recognised externally.

Chartered Institute of Purchasing & Supply Supply Management Awards 2014

– **Best public procurement category**

■ **Bedford Borough Council – Finalist**

We worked in partnership with the Council to design and manage the procurement for the outsourcing of leisure services management to a specialist operator. This is expected to save the Council £15m over the contract term and has secured £3m of investment in leisure facilities from the new operator.

GO Excellence Awards in Public Procurement 2012

Finalist for 'Best service provided by a small business/ third sector organisation.

Society of Local Government Procurement Officers

– **Outstanding achievement in procurement 2011**

■ **City of York Council – Finalist**

V4 Services has worked with the City of York Council to implement and embed a central Commercial Procurement Unit. This has resulted in significant savings for the council, new council-wide processes and procedures and a contract register of all external spend on goods and services enabling the council to plan the necessary resource required to optimise future opportunities.

Government Business Awards 2011

– **Local Government Procurement category**

■ **Woking Borough Council – Commended**

V4 Services was Woking Borough Council's delivery partner for its Commercial Procurement Hub.

– **Revenue Generation category**

■ **Peterborough City Council – Winner**

As Peterborough's transformation delivery partner, there are a

number of projects which have generated income for the council including: trading services with other public bodies, running an internal agency pool of staff negating the need to buy-in, which have contributed to this award.

Crème de la Crème Business Awards 2011

– **Outstanding Public Sector Procurement**

■ **Winner: Peterborough City Council**

V4 Services was Peterborough City Council's 'transformation delivery partner' delivering £48m cumulative savings in four years. Our Commercial Hub model is just one of 80+ projects which was implemented within the council to drive financial savings alongside improved operational, environmental and social performance.

MJ Awards 2010

– **Environmental Innovation in Waste Collection Achievement of the Year**

■ **Peterborough City Council – Finalist**

V4 Services provided client-side leadership and management of the council's Integrated Waste 2020 Strategy.

Government Business Awards 2010

– **Procurement Category**

■ **Peterborough City Council – Winner**

The council's Commercial Procurement Unit was one of many transformation projects delivered as part of an overall programme.

LGC Awards 2010

– **Efficiency and Transformational Government category**

■ **Peterborough City Council – Finalist**

V4 Services was the council's transformation delivery partner.



What we offer

We offer highly specialised expertise tailored to meet each individual requirement.

Our full-time employees are complemented by retained specialists.

We've worked together on numerous projects and bring depth and breadth of experience through our specialist areas.

STRATEGIC COMMISSIONING AND PROCUREMENT

- Large, complex procurement: EU, competitive dialogue, Soft market test, PQQ, ISOS, ISDS
- Spend analysis
- Demand management
- Supplier relationship management
- Category management
- Contract management
- P2P

A COMMERCIAL APPROACH

- Understanding need and opportunity
- Market analysis
- Financial modelling and planning
- Business development, sales and marketing
- Commercial relationships
- Business cases

LEISURE AND CULTURE

- Facilities – development and operation
- Service delivery
- Sports development
- Parks and open spaces
- Museums
- Libraries
- Archives
- Theatres and entertainment venues
- Arts centres
- Museums and heritage
- Catering and hospitality

BASELINE ANALYSIS TO FUTURE SCOPE

- Strategic reviews
- Supply and demand analysis
- Options appraisals
- In-house service transformation
- Develop outline and full business cases
- Development of business plans
- New funding streams and applications
- Programme and project management – change workstreams and capital projects

COMMUNITY INTEREST COMPANIES

TRUSTS

MUTUALS

ALTERNATIVE BUSINESS MODELS

- End to end support for establishment of alternative business models including:
- Analysis of status quo
 - Options appraisal
 - Development of out and full business case
 - Procurement/commissioning strategy
 - Development of target operating model Business Plan
 - Asset transfers – staff and property
 - Formal agreements
 - Services Specifications and Commercial Property Agreements
 - Management of legal input
 - Support for mobilisation

JOINT VENTURES

LOCAL AUTHORITY TRADING COMPANIES

SHARED SERVICES



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