**Appendix B – transfer checklist**

The following checklist provides a list of action that councils should consider as part of their transfer process. This list is not exhaustive, and councils can adjust to suit their own individual requirements.

The project lead should ensure all aspects of the service have been organised for transfer without any loss of service or customer disruption.

This list can be adapted to be used as either a mobilisation plan or an issues log, depending on the format required or stage of transfer.

**Contract management**

* close out existing contract arrangements
* determine best operating model for new management arrangement
* determine existing council infrastructure to support / monitor new management arrangement
* identify centre and contract mangers to support or lead the transfer.

**Human Resource**

* understand the service TUPE obligations
* establish what HR infrastructure is available to support the transferring team
* secure TUPE information from the incumbent
* risk asses the definition of casual workers or zero hours workers, ascertain if they qualify as employees and determine the cost if their status has to change
* determine if there are any third-party suppliers such as contract cleaners or catering personnel not directly employed by the operator but who may have accrued implied transfer rights
* review the pension arrangements and identify an appropriate pension scheme for transferring staff
* agree any new staffing structure to be used in new model
* identify if any new roles need to be recruited or redundancies to be made, plan accordingly
* order new uniform and name badges
* ensure each job role has a job description and grade
* undertake staff consultations at least one month prior to transfer
* include the trade unions in consultations
* secure P45’s
* create employee handbook and distribute
* plan staff inductions and induct transferring staff into new organisation
* work with operations to create new rota’s using the structure agreed
* following transfer, review employee records and establish personnel records
* audit training records and identify training requirements, transfer into training plan.

**Financial**

* create an operating budget for the new service – secure existing financial information on income and expenditure from incumbent
* open a business bank account for any new organisation operating the service
* identify what resource and infrastructure there is to support sales and purchase ledge teams and management of the operation
* determine what audits are needed to oversee the service and put in place
* establish what money is owing from the operator to the council and vice versa
	+ advanced income taken by incumbent for period of new operation
	+ payment for transfer of stock from incumbent to operator
	+ payment for membership data if not owned by council
	+ payment for equipment incumbent may have purchased for the service that the council may wish to buy
	+ payment for maintenance or lifecycle works not undertaken by incumbent
* transfer of any licenses
* determine if any relief package will need to be repaid and secure payment
* set up bulk transfer of direct debit payments for fitness and swim members
* determine how these will be processed moving forwards
* review supplier list, novate or establish new suppliers, to include cash collection
* identify who owns tills, payment systems and Process Data Quickly (PDQ) machines (card readers), replace hardware where needed
* calculate stock levels and transfer any stock
* establish ordering procedures and authorisation levels within new organisational structure.

**ICT**

* review the existing membership management software for:
	+ who owns the licensing and data
	+ preparing the bulk data transfer
	+ customer notifications and communications
	+ software set up and system framework and if still fit for purpose
	+ prices and charges
	+ establish who will be the authorised personnel in the new organisation and set out access rights for the system
* ensure GDPR compliance
* set out the new ICT policies and procedures
* data map all relevant systems and arrange data migration such as:
* finance information management to include
	+ - purchase ledger
		- sales ledger
		- credit control and debtors
		- membership management
	+ customer management systems
	+ website, booking platforms, social media pages
	+ asset management systems
* work through ownership of licenses, transferring over the systems, creating any links or application programming interface (APIs) into any other council systems
* server and firewall settings to be secured, determine whose server systems they will sit on
* determine what the management arrangements for ICT will be at an operational level, secure access at site level to be set up
* purchase and install any new hardware needed
	+ computers
	+ printers
	+ tills
	+ card readers / PDQ machines
	+ receipt printers
	+ tablets
	+ laptops
	+ desktops and screens
	+ phone handsets
	+ customer payment kiosks in reception
* transfer phone systems and telephone numbers, provide mobile phones for senior managers where needed
* work with marketing in transferring web-based membership sales systems.

**Health and safety (H&S)**

* identify what the management infrastructure will be to support H&S management
* identify any outstanding insurance claims
* set up insurance requirements and policies
* review the training plan and qualifications of key H&S personnel to ensure competent and qualified for the role
* set up annual H&S audit system
* establish risk management process and undertake risk assessment for the transfer
* determine what energy and environmental management will be in place and set up
* check relevant employee disclosures with HR and safeguarding arrangements
* create an operational health and safety manual
* H&S statement to be put in place
* audit sites following transfer and create a H&S action plan
* plan the statutory inspections
* appoint H&S consultants, if needed
* review portable appliance (PAT) testing programme and check certificates
* check Legionella certificates and establish testing programme
* audit Control of Substances Hazardous to Health (COSHH) and ensure procedures are in place
* ensure Display Energy Certificates are in place
* audit personal protective equipment (PPE), determine stock requirements
* put emergency action plans (EAP’s) in place along with evacuation procedures
* check first aid kits and replenish as needed
* check institute of electrical engineering (IEE) electrical test certificates
* ensure up to date COVID-19 safety systems are in place.

**Facility and asset management**

* identify if there is an existing asset management system
* review building condition surveys for any work outstanding or needed
* secure the building floor plans if they exist
* identify outstanding work, review and agree who will undertake this with the incumbent
* ensure equipment inventories are up to date, identify responsibility for any replacements
* determine what has been spent to date out of lifecycle funds and plan works due over the remaining asset life
* establish where the contractor is on delivering the planned preventative maintenance (PPM) schedules and plan works for in the short to medium term
* check asbestos surveys and management plan is up to date
* determine if there is an existing asset management team to support the venues.

**Operational management**

* work with HR to create the required rotas using an agreed staffing structure
* determine which of the existing risk assessments, policies and procedures, normal operating procedures (NOPs), pool safety operating procedures (PSOP’s) will be adopted or amended for use by the new operation
* determine supplier management for any new service lines
* set out with HR senior management structure and reporting lines
* review and understand the international standards for organisations (ISO’s), accreditations and Quest in place or any other benchmarking performance and quality control commitments
* review community programming, determine if any changes are needed
* note utility meter numbers and set up suppliers with procurement team
* assist the procurement team novate, terminate or set up suppliers
* check security systems, closed circuit television (CCTV), alarms, key holder lists and emergency response system as part of the emergency action plan (EAP)
* ensure licenses are in place for alcohol, music and venues as needed
* undertake disability discrimination act (DDA) audits if not already in place
* establish customer care policies and procedures
* undertake operational readiness tests
* take meter reads of utilities on day of transfer.

**Sales**

* define the sales culture in new organisation and how this will be supported by the council
* capture the current sales performance and determine what the future aspiration will be
* determine the membership retention plan that will be put in place during and after the transfer
* identify the core products sold – undertake a review to understand the core income streams, volumes and any new targets moving forwards
* review pricing structures and determine if changes are needed
* transfer advanced sales and membership revenue
* ensure targets are in place at point of transfer and focus on retaining a sustainable business model
* create an impact team to recover lost memberships – likely to be required in situation where contract has failed
* contact block bookers to notify of any new arrangements or confirm existing arrangements remain in place
* define who the key sales people are in the contract and determine if sales incentives are to be put in place
* set out a sales reporting system.

**Marketing**

* audit existing onsite branding, promotions and material to determine what is staying and items that need replacing
* determine what centre and product brands will be used moving forwards, the marketing infrastructure and budget to support this
* order new external and internal signage (if existing needs replacement due to incumbent operator named on materials)
* create annual promotional calendar to support sales targets
* create press and PR policies and procedures
* if existing swimming programme uses operator branding, agree if this can be utilised post transfer until new programme for lessons can be devised
* produce membership and direct debit forms with associated terms and conditions
* create new website content
* work with IT to take over existing, or create a new website and booking platform with integrated CRM system
* work with ICT to determine any social media accounts to transfer, assist set up.

**Communications**

* determine the information to be released to the public and when
* create transfer updates for staff and public
* draft the media releases in preparation for planned public announcements, secure early sign off in case an emergency announcement is needed
* agree when and what communication will take place with council members on the arrangements, execute at appropriate times
* communicate with direct debit customers on new payment arrangements
* communicate with block bookers on any new arrangements or reconfirm existing arrangements
* draft and issue communications with transferring staff to ensure consistent messaging
* ensure employees are advised not to speak to the press throughout the process, for public announcements to be centralised.

**Spa / Catering**

If there is a catering or a spa facility on site these may require separate consideration, such as:

* determine if this will return in house or be outsourced
* if returning in house, an action plan for transfer will be needed
* furniture and fitting ownership to be determined
* customer database to be transferred
* existing bookings to be transferred
* booking policies and procedures needed
* stock transfer and suppliers to be agreed
* determine if existing staff are employees or subcontractors to ascertain best way to maintain business continuity
* identify any advanced income
* determine if a membership or loyalty scheme is in place or should exist to support the business model.

**Policy implementation**

* list of all the policies and procures that will need to transfer over and the new arrangements they need to include.