

LEISURE AND AMENITIES COMMITTEE – 6 OCTOBER 2025**REPORT FOR INFORMATION****HEALTH AND SAFETY AUDIT - UPDATE**

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
		✓	✓		✓	✓

Background:

The updated audit actions from Penzance Council's most recent Health and Safety audit are attached at Appendix 1.

No high priority items were identified, and all medium priority items have been started.

Progress on completion will be presented to a future meeting of this Committee.

Appendix 1 – H&S Audit Action Updates

Ben Bros gall

Leisure and Amenities Manager

Item 7(a) - Appendix 1

Id	Action Name	Site	Status	Due Date	Module	Audit Type	Created From Form	Created By	Completed By	Completed Date	Assigned To	Priority	Recommendation	Latest Comment
80875	Action Required: Radiation - Radon Gas	Penzance Town Council - Penlee Centre	Overdue	2024-02-18T23:59:59.999	Audit	General Risk Assessment		Ben Brosgall	Incomplete		Ben Brosgall	Medium	Undertake monitoring for workplaces in Radon affected areas. Review periodically according to initial assessment.	
80878	Action Required: Stress Management- Controls	Penzance Town Council - Penlee Centre	Overdue	2024-02-18T23:59:59.999	Audit	General Risk Assessment		Ben Brosgall	Incomplete		Ben Brosgall	Medium	Establish a stress policy in consultation with employees and bring to the attention of all. Establish an action plan using information from the stress risk assessment and employee survey / consultation. Establish monitoring criteria for stress and regular review data to identify trends.	
80858	Action Required: Chainsaws- Additional Controls	Penzance Town Council - Penlee Centre	Overdue	2024-05-17T23:59:59.999	Audit	General Risk Assessment		Ben Brosgall	Incomplete		Ben Brosgall	Low	Keep records of the issue of personal protective equipment.	
80877	Action Required: Stress Management- Controls	Penzance Town Council - Penlee Centre	Overdue	2024-05-17T23:59:59.999	Audit	General Risk Assessment		Ben Brosgall	Incomplete		Ben Brosgall	Low	Carry out a specific stress risk assessment to help determine the main causes of stress in the workplace, along with the current controls and any further actions required.	
112366	Leaflets in fire escape stairwell	Penzance Town Council - Penlee House	Overdue	2024-06-03T23:59:59.999	Audit	General Risk Assessment		Anna Renton	Incomplete		Anna Renton	Medium	Combustible items including the leaflets shown should not be stored in the stairwell as this is an escape route in the event of fire.	
269499	Action Required: Asbestos Management	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Develop an asbestos management plan that sets out the procedures and arrangements to manage the risk from asbestos-containing materials (ACMs) in the premises.	
269500	Action Required: Asbestos Management	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Ensure that the person who has the duty to manage asbestos (the 'dutyholder') is deemed competent by the employer. This can be evidenced by completion of qualifications such as UKATA Duty to Manage Asbestos or equivalent. Review the syllabus of this course and determine if it will be useful for relevant members of staff to undertake this.	
269501	Action Required: Asbestos Management	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Ensure, where appropriate and applicable, that labels are erected to identify ACMs. On going discussion at football ground, other areas should be labelled where possible.	
269502	Action Required: Contractor Management- Checks/Supervision	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Periodic formal checks to confirm contractors are adhering to agreed working practices should be implemented at intervals proportionate to the risk presented and recorded where appropriate. Implement a hot work permit for Penlee house and centre. Consider a work at height permit for short jobs as well.	
269503	Action Required: Contractor Management- Competence	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Review and implement controls to comply with your contractor management policy and adopt as needed for contractors depending on the complexity of the task being undertaken. This will normally include checking for the competence of the contractor for the work to be done, appointment of principle contractors and/or designers where appropriate, receipt of risk assessments, insurance details and method statements where appropriate and details of qualification for technical work undertaken.	
269504	Action Required: COSHH- Information & Assessment	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Most parts of this system are in place however electronic copies of RAMS, insurances and qualifications. Carry out COSHH assessments for processes in which hazardous substances are used or created. An example COSHH summary sheet and example COSHH assessment from the HSE site were provided on day of inspection and should be used a models for assessment records.	
269505	Action Required: COSHH- Information & Assessment	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Compile an inventory, list or register of the hazardous substances used, created or stored on, or transported from the premises and review this regularly. Primarily for grounds keeping team.	
269506	Action Required: Grounds Maintenance- Noise & Vibration	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Carry out a specific risk assessment for each working activity to record the risks associated with noise and vibration and to identify the control measures to prevent or reduce injury due to noise or vibration. Recent change in equipment in use.	
269507	Action Required: Grounds Maintenance- Noise & Vibration	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Complete Occupational Health Screening to identify any signs of noise or vibration injury for employees. Recommendations for frequency of hearing checks can be found here: https://www.hse.gov.uk/noise/healthsurveillance.htm	
269508	Action Required: Legionella Management - General Controls	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Arrange for all premises to be assessed by a competent person to identify potential areas of Legionella growth including dead legs, long pipe runs, water tanks and old fittings.	
269510	Action Required: Working At Height - Controls	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	Unable to confirm that all sites have a recorded legionella assessment in place. Last assessment on those items seen was dated 2021. Review to determine if these are still valid and carry out new assessments where deemed necessary.	
269511	Football club fire risk assessment actions	Penzance Town Council - Penlee Centre	Overdue	2025-09-08T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Medium	All temporary working platforms including scaffolds, ladders, should be subject to periodic recorded inspection. Example ladder inspection sheet sent to inspect all ladders used in the council.	
269509	Action Required: Legionella Management - General Controls	Penzance Town Council - Penlee Centre	Not Due	2025-12-07T23:59:59.999	Audit	General Risk Assessment		James Hardy	Incomplete		James Hardy	Low	The fire risk assessment undertaken for the football club in Feb 25 identifies several improvements to fire safety infrastructure such as additional emergency lighting. Ensure that these improvements are reviewed with the club and agreement reached on who is responsible for their implementation. Where the council is responsible this should be carried out in a reasonable period of time.	
													Flush infrequently used outlets on a weekly basis (allotments). Records of this could not be located on day of inspection.	

LEISURE AND AMENITIES COMMITTEE – 06 OCTOBER 2025

REPORT FOR INFORMATION

LEISURE AND AMENITIES STAFFING

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
		✓	✓		✓	

Background:

At the informal meeting of Penzance Council on 11 September 2025, a presentation was made available to attendees setting out the proposed operational expansion of the Leisure and Amenities Team.

The presentation is attached at Appendix 1.

The presentation aims to address the pressures facing the Operational Team and the demand on resources from a number of different sources.

The recommended route of expansion looks to provide additional operational support across the existing team, whilst not overcommitting in certain areas. Avoiding overcommitment in areas as well as remaining as flexible as possible is imperative given the changing demands of the devolution programme with Cornwall Council.

A report will be presented to a future Council meeting to recommend the changes to the staffing structure and budget adjustments will be brought to Members as part of the 2026/27 budget setting process. Should the budget be approved, the next steps will be to discuss the posts in detail with Penzance Council's HR advisors in order to finalise job descriptions and person specifications and confirm the benchmark salary estimates that have been utilised for the presentation.

Appendix 1 – Leisure and Amenities Staffing Presentation

Ben Bros gall

Leisure and Amenities Manager

PENZANCE COUNCIL - LEISURE AND AMENITIES 2025

Leisure and Amenities / Operational Team Review

- ▶ Acknowledged that the Leisure and Amenities Team has been operating at capacity for some time
- ▶ Calls for Penzance Council to take on more sites / service areas have been consistent
 - ▶ Previously a prioritisation exercise has been completed by Penzance Council which identified three areas of priority for future devolution.
 - ▶ The ongoing maintenance of the Cornwall Council public realm projects
 - ▶ Heamoor Play site
 - ▶ Bedford Bolitho Play Area
- ▶ Currently, no clarity from Cornwall Council of at-risk services / service areas
- ▶ Many different views as to what Penzance Council “should take on”
- ▶ In order to increase operational delivery, a view must be taken on finding the right balance between increasing staff numbers / increasing and managing contracts / contractors...or expansion of a hybrid system as currently employed.

Review of Current L&A team 2025 and a view forward.

- ▶ Key areas of responsibility:
 - ▶ Penlee Park
 - ▶ Alexandra Play Park and Tennis Courts
 - ▶ Princess May Recreation Ground
 - ▶ 7 Public Toilets
 - ▶ Heamoor Field
 - ▶ 8 Allotment Sites / 200 tenants
 - ▶ Wherrytown Skate Plaza
 - ▶ Wellfield's Car Park
 - ▶ Community Toilet Scheme
 - ▶ Flags & Banner projects
 - ▶ Parish wide weed management programme
 - ▶ Identification and reporting of parish issues to Cornwall Council / Cormac / Police
- ▶ Managed and delivered by:
 - ▶ Leisure and Amenities Manager
 - ▶ Facilities Officer
 - ▶ Maintenance Officer
 - ▶ Environmental Enforcement Officer
 - ▶ Operations Officer
 - ▶ Head Gardener
 - ▶ 3 x Assistant Gardeners

Key considerations in expansion of staff resources

- ▶ Established analysis tools are often used to identify key strengths and weaknesses in expanding teams. These can include SWOT and PESTLE analysis or combinations of these and other approaches in order to inform the best way to increase resources / output.
- ▶ Broad principles in identifying expansions routes:
 - ▶ Is there certainty in the areas currently requiring expansion?
 - ▶ Are all elements of expansion known and understood to ensure that the right staff are employed in the right areas?
 - ▶ Are there existing support positions in place to manage staff / workloads / budgets and increases in administration associated with additional positions?
 - ▶ Does the Council have certainty in its future budget setting that long term commitment to staff expansion would not necessitate degrading or cutting of other service provisions to maintain the commitment to ongoing staff costs?
- ▶ If the above items are unknown or the Council is not in a position to commit on a long-term basis to the cost commitments, it may be more beneficial to contract the areas of expansion initially to better understand the staff requirements before making a long-term commitments to increase staff resources.

Key considerations in expansion of contracts offered by the Council

- ▶ If future calls on resources are not known, contracting out services in the short term provides an ability to meet increased demands for resources whilst also not committing the Council past the contractual term.
- ▶ The time used in operating the contract can be utilised to fully understand future staff requirements if the Council wanted to bring the services “in house”.
- ▶ Contracting also provides more flexibility in terms of varying the contract in between contractual terms to adjust to unknown demands of devolved services.
- ▶ Once an understanding of the operational requirements is established, the council will be in a better position to recruit into roles with more certainty.
- ▶ Scalability – An important advantage of contracting / outsourcing is the relative ease of “scalability”. Being able to quickly adjust contracts up or down depending on whether more or less work is needed is, quicker and more cost effective to deliver through contract management.

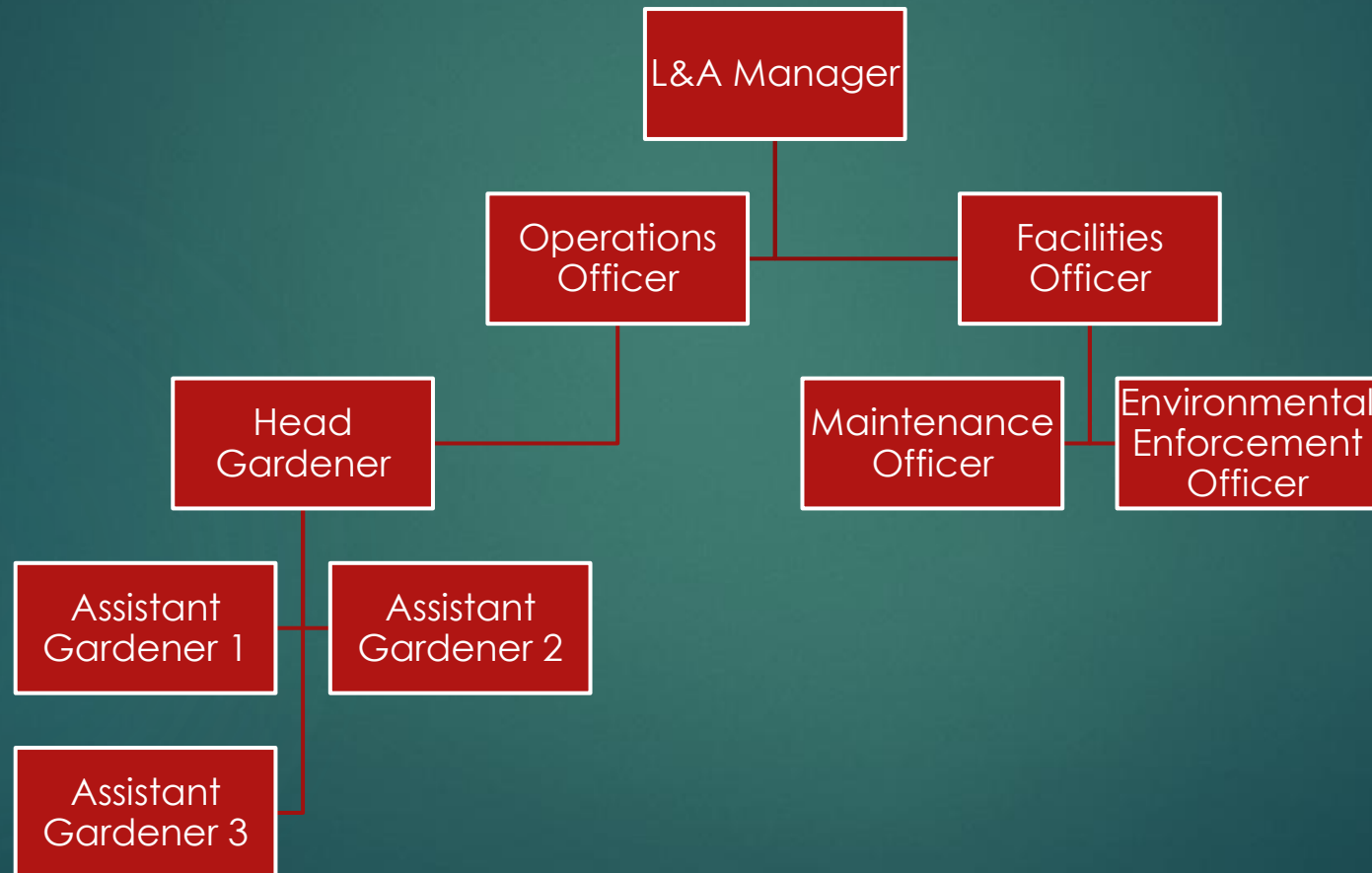
Potential drawbacks to contracting

- ▶ It is important to acknowledge that although contracts provide a cost effective, flexible approach to increasing “resource” there is no perfect solution to expansion. The below points should also be noted:
 - ▶ Less “control” over what is being delivered – can be mitigated through well thought out contracts and balanced clauses
 - ▶ Can only estimate contract increases between budget terms
 - ▶ Risk of Contractors going bust
 - ▶ Contracts require management in order to be successful, the management of the contract needs Leisure and Amenities Team input and should be factored in to ensure that the resource exists to adequately manage contracts and contractors.

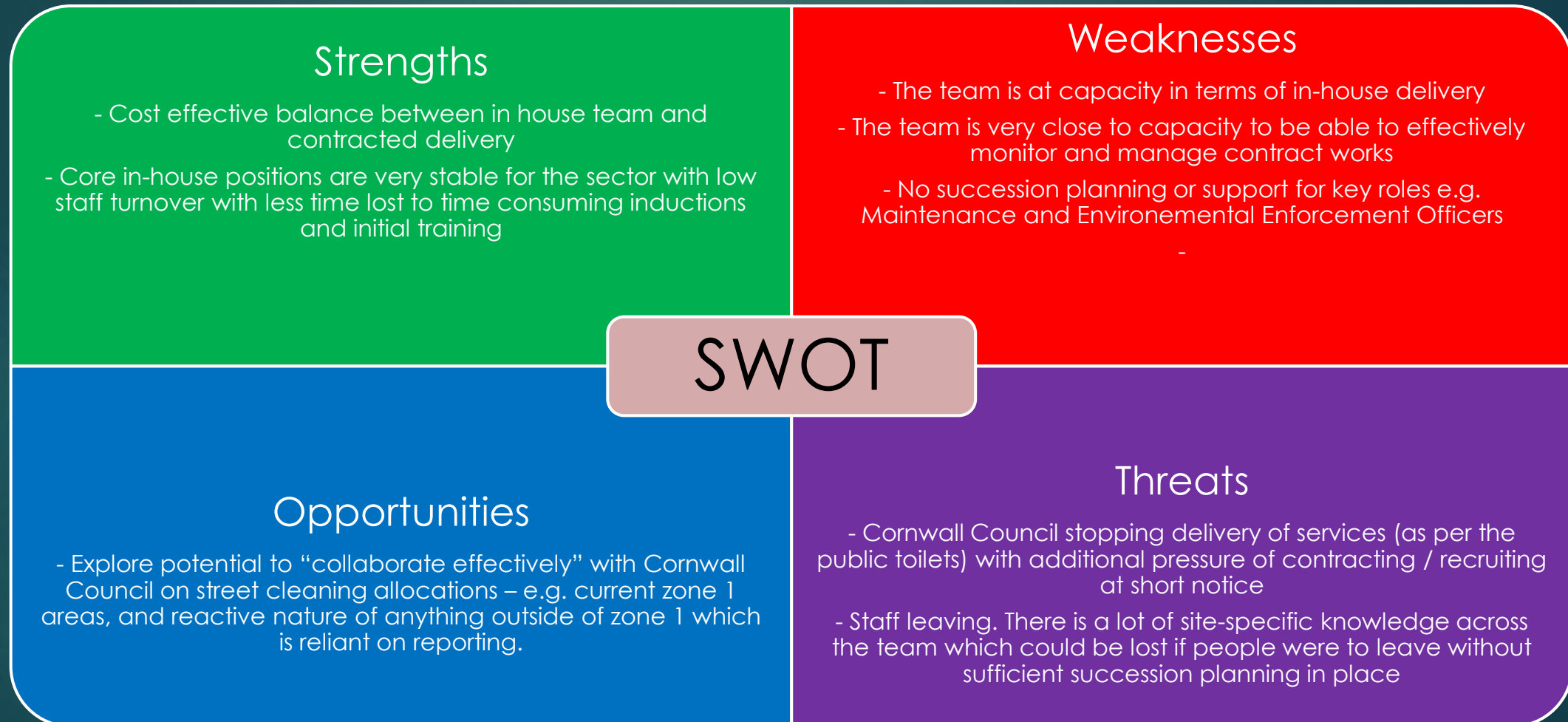
Current Structure and Proposed Models

- ▶ The following slides provide an analysis of the current structure of the Leisure and Amenities Team alongside some potential options for future expansion.
- ▶ Each model is accompanied by a brief SWOT analysis.
- ▶ Financial information has been provided by Penzance Council's RFO to provide the cost (inclusive of on costs) to recruit to similar positions utilising the figures that we currently have for the most commonly recruited positions.
 - ▶ The figures for each position range from £35k - £39k per post. For the purposes of this presentation £37k per post will be used to establish cost estimates of increasing staff numbers.

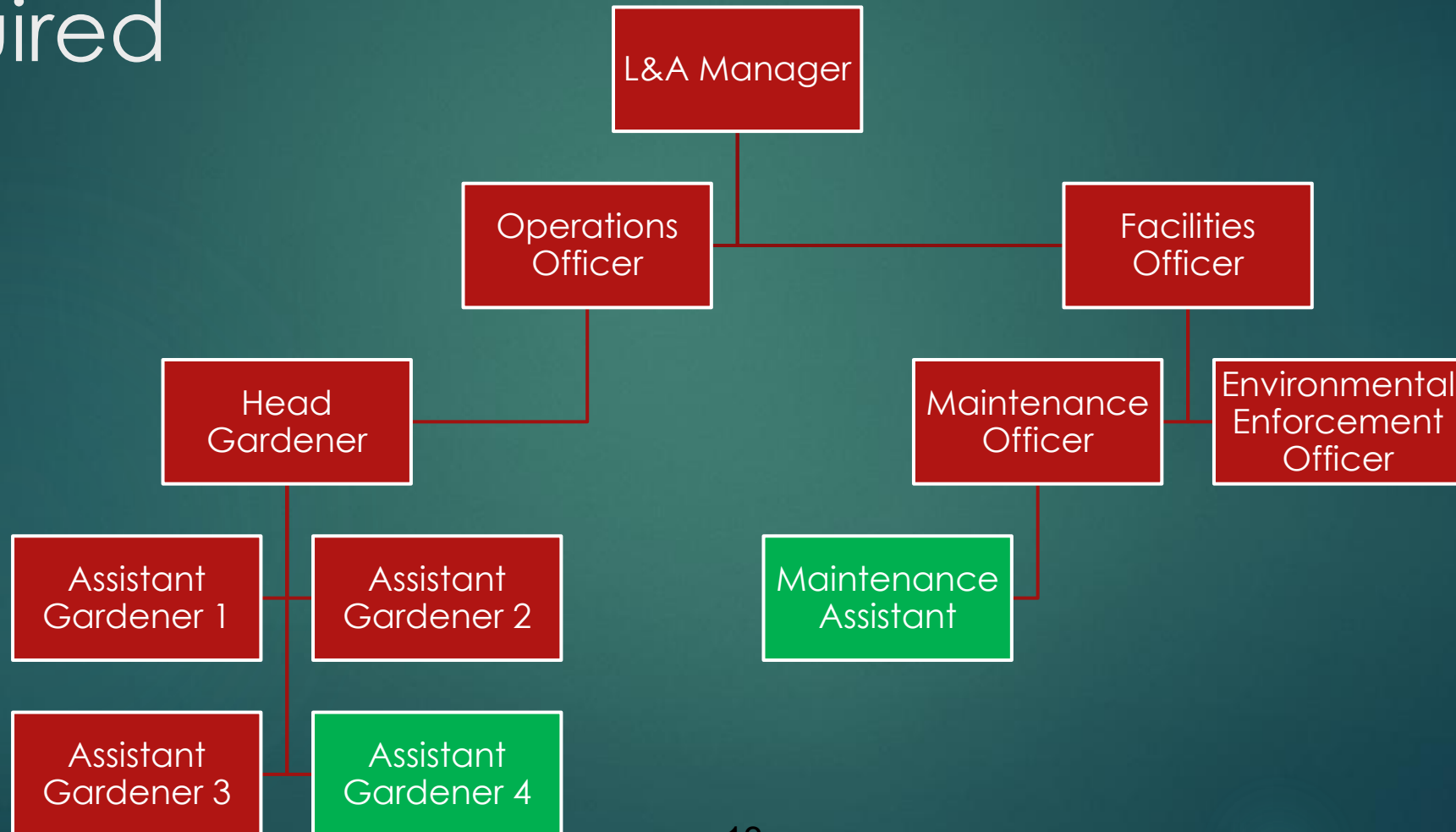
Current Structure – August 2025



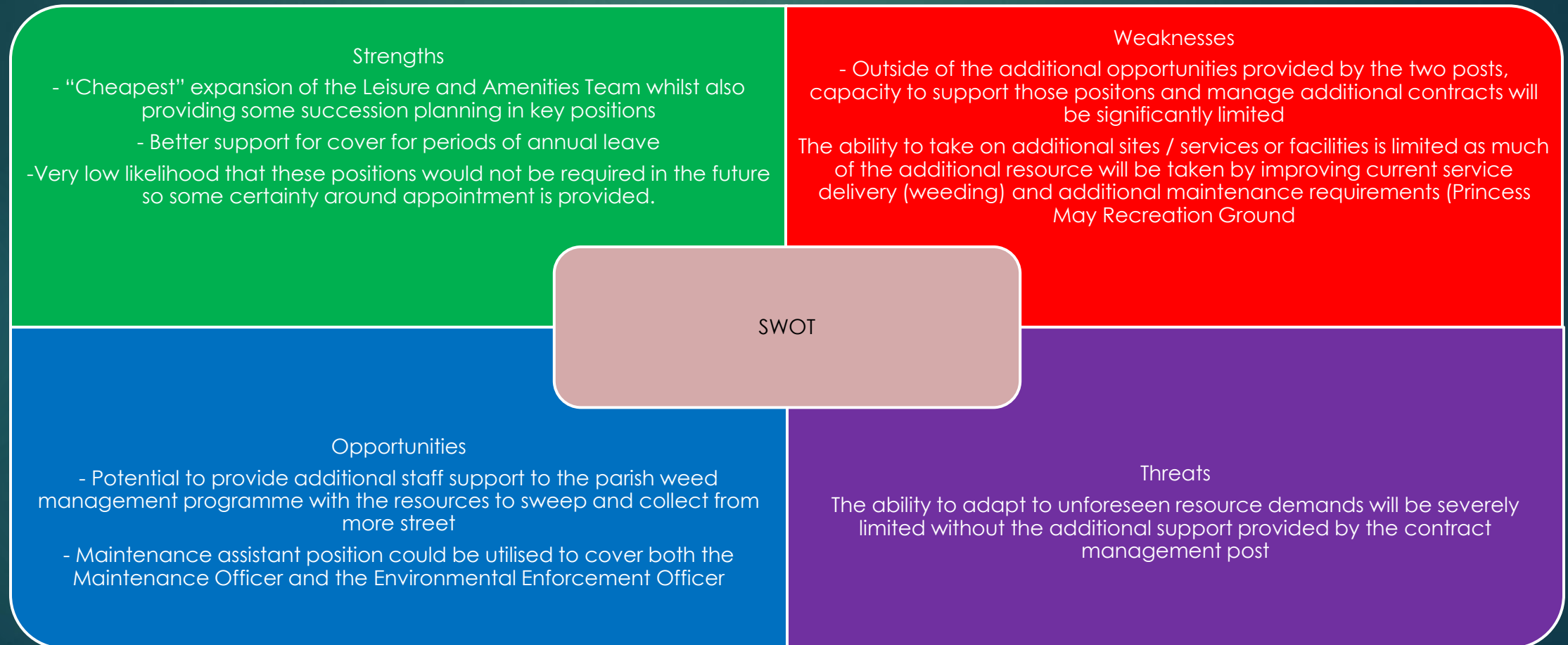
Current Structure



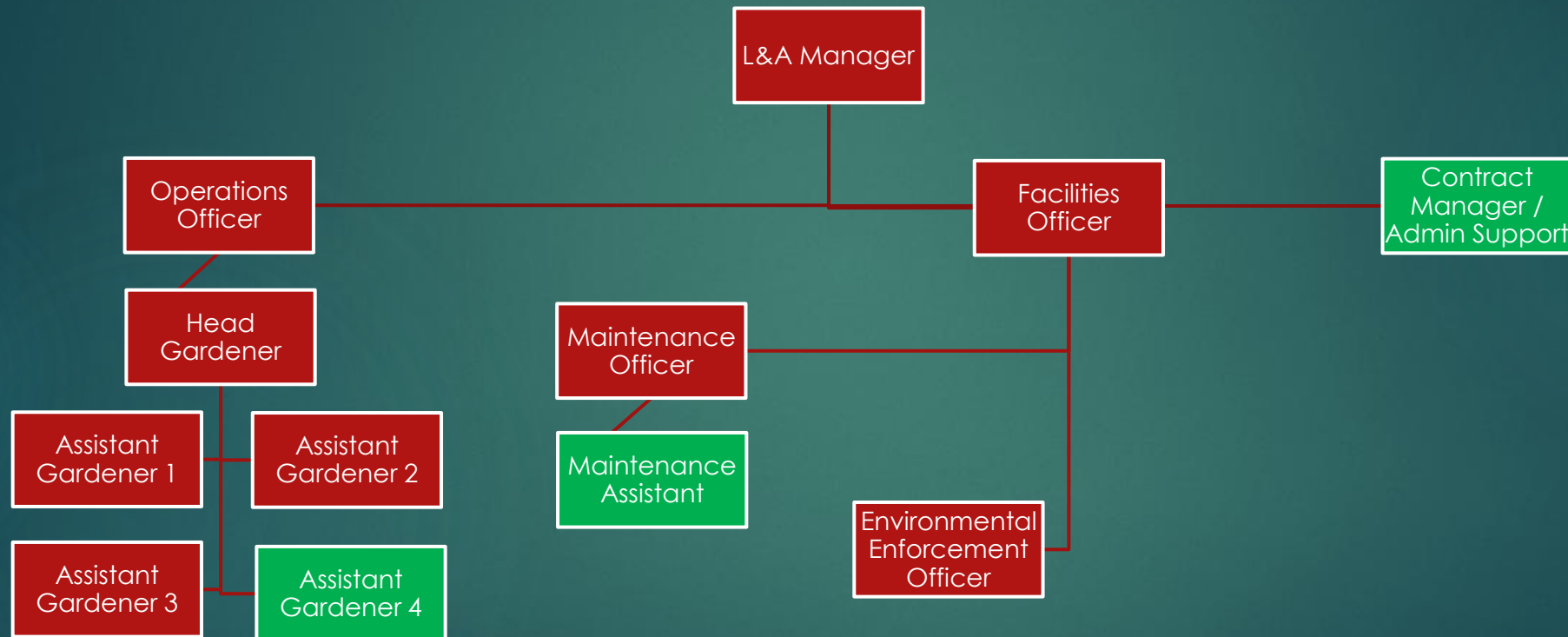
#1 – Minimal Staff Adjustment – Additional contractor / staff support Required



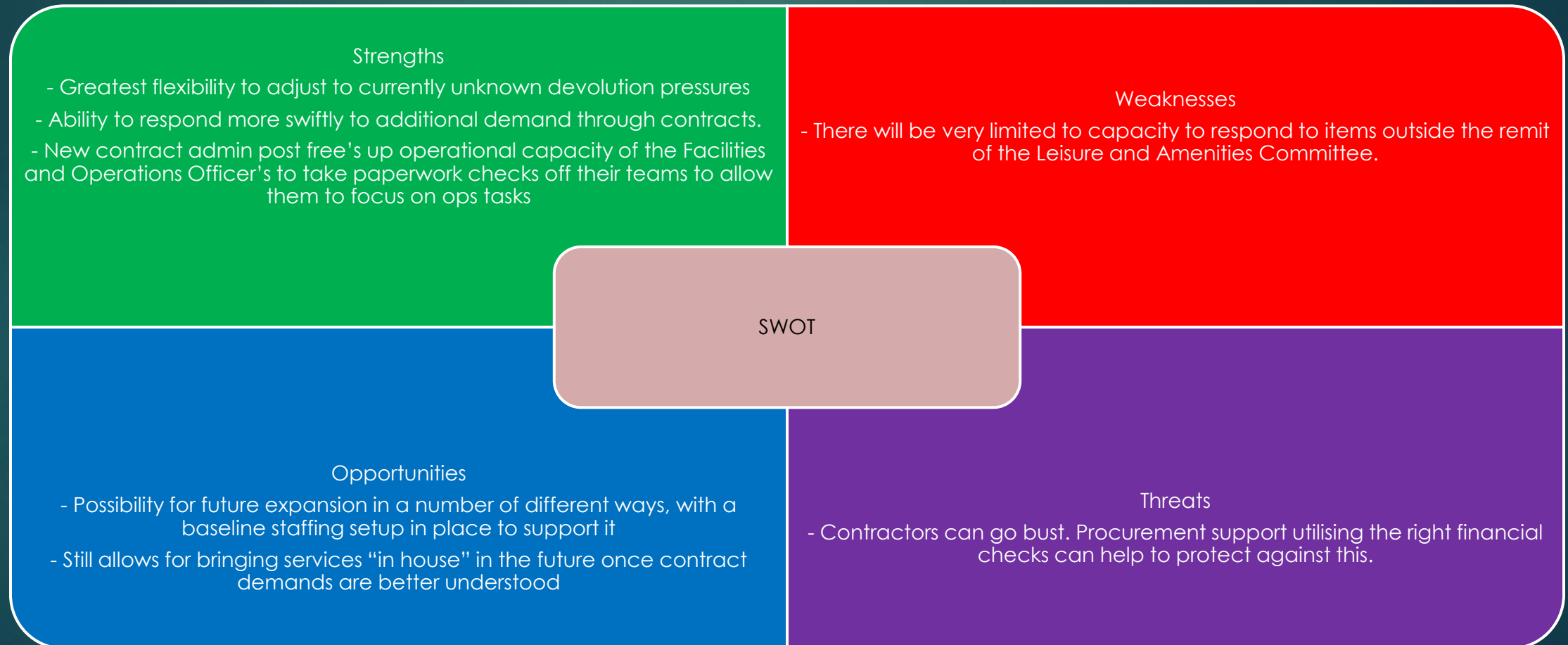
#1 – Minimal Expansion



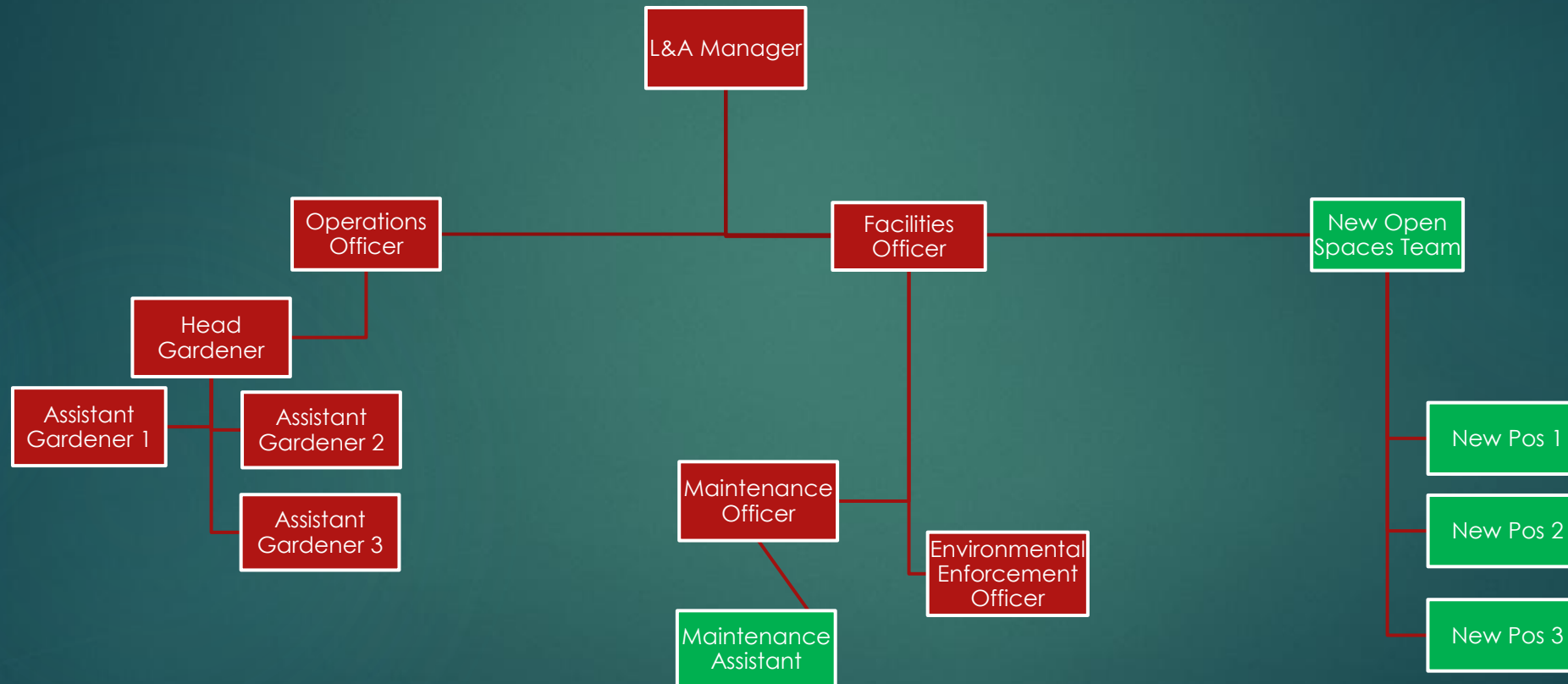
#2 - Additional in-house cover and Contract / Admin support



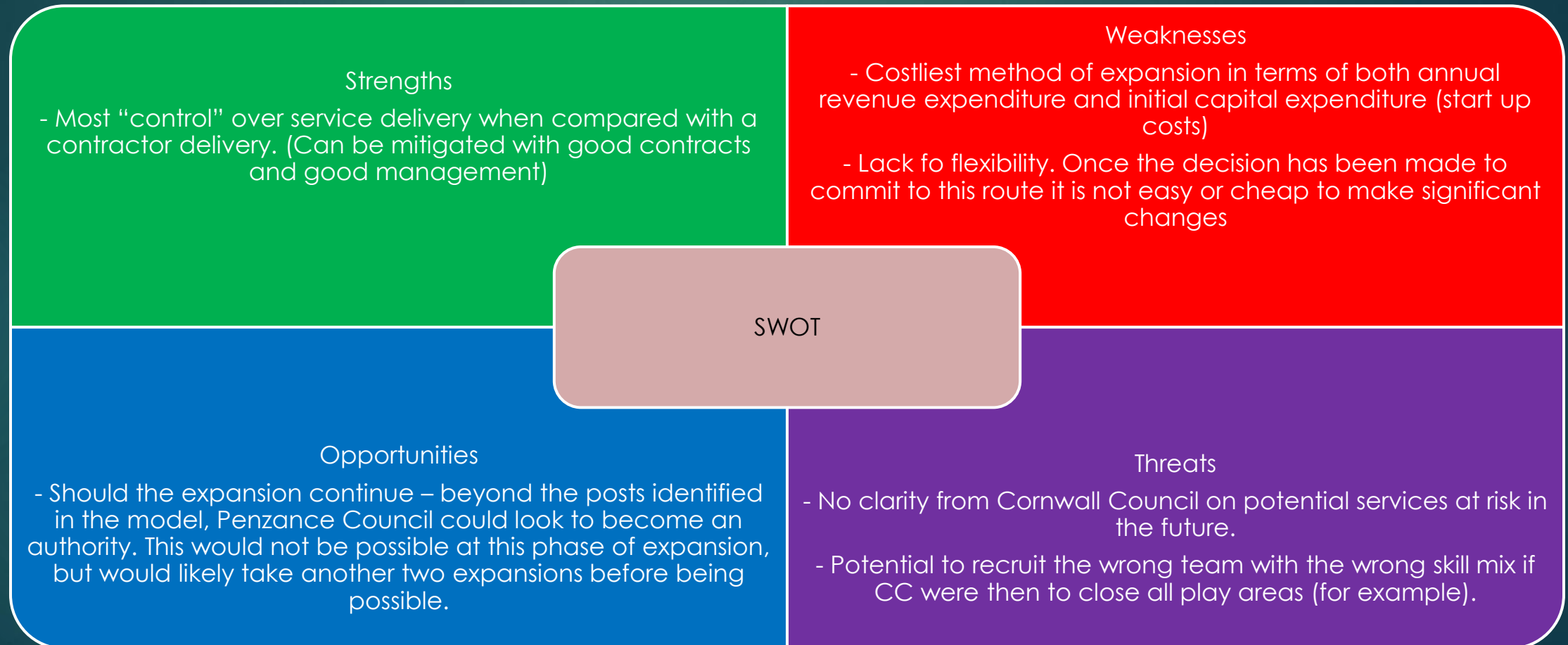
#2 – In House and Contract Expansion



#3 – Additional Open Spaces Team



#3 – Additional Open Spaces Team



Cost Analysis

- ▶ The cost analysis on the following slide is based on comparable positions within Penzance Council
- ▶ The figures presented are including “on costs”
- ▶ On costs include
 - ▶ National insurance contributions
 - ▶ Pension Contributions
 - ▶ Statutory holiday and sick pay
- ▶ The costs presented do not include any training which may be required dependant on the appointment made
- ▶ The capital costs include amounts for tools, materials and vehicles to support the new positions.

Cost Analysis cont.

	Option 1	Option 2	Option 3
Staff incl. on costs (recurring annually)	£70,602	£108,228	£151,557
Capital setup costs (one off)	£10,000	£12,000	£20,000
Vehicle (annual)		£9,000	£9,000
Total	£80,602	£129,228	£180,557
Estimated impact on precept	5.4% increase	8.6% increase	12% increase

Final Recommendations

- ▶ Based on the information in the previous slides, and the aspirations put forward in previous devolution discussions it is recommended that option 2 is adopted for budget setting purposes.
- ▶ Option 2 provides
 - ▶ An increase in the in-house ability to improve existing services
 - ▶ Succession planning and better cover for periods of annual leave across the facilities team
 - ▶ A flexible model that would not hinder the council in taking on additional staff in other areas in the future should it be decided to bring service delivery “in house”
 - ▶ The most flexible approach to enabling Penzance Council to take on future devolution items / services

LEISURE AND AMENITIES COMMITTEE – 6 OCTOBER 2025

REPORT FOR INFORMATION

BUDGET COMPARISON REPORT

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
		✓	✓		✓	

Background:

Below is the budget comparison report from April to September 2025.

Financial Budget Comparison for Leisure & Amenities Committee

Comparison between 01/04/25 and 28/09/25 inclusive. Includes due and unpaid transactions. Includes commitments.

Excludes transactions with an invoice date prior to 01/04/25

	2025/26	Reserve	Actual Net	Balance
INCOME				
Leisure & Amenities Committee				
100 Wellfields Car Park	£102,500.00	£0.00	£62,994.15	-£39,505.85
115 Allotment Rents	£4,900.00	£0.00	£401.67	-£4,498.33
130 The Lodge	£0.00	£0.00	£3,000.00	£3,000.00
131 Misc	£2,500.00	£0.00	£2,500.00	£0.00
135 Penzance AFC	£5,500.00	£0.00	£2,749.98	-£2,750.02
140 Open Spaces	£0.00	£0.00	£0.00	£0.00
Total Leisure & Amenities Committee	£115,400.00	£0.00	£71,645.80	-£43,754.20

Financial Budget Comparison for Leisure & Amenities Committee

Comparison between 01/04/25 and 28/09/25 inclusive. Includes due and unpaid transactions. Includes commitments.

Excludes transactions with an invoice date prior to 01/04/25

	2025/26	Reserve	Actual Net	Balance
EXPENDITURE				

Leisure & Amenities Committee

1000	L&A Team Salaries	£376,383.00	£0.00	£186,601.61	£189,781.39
1001	Travel Allowance	£200.00	£0.00	£0.00	£200.00
1015	Penlee Park	£36,080.00	£0.00	£9,996.74	£26,083.26
1030	Vehicles and Machinery	£30,142.00	£0.00	£12,423.53	£17,718.47
1040	Protective Clothing & Equipment	£5,250.00	£0.00	£2,264.53	£2,985.47
1045	Allotments	£10,647.00	£0.00	£3,290.25	£7,356.75
1055	Weed Control	£3,000.00	£0.00	£2,035.95	£964.05
1060	Wellfields Car Park	£33,235.00	£0.00	£20,986.19	£12,248.81
1064	Outdoor Gym	£250.00	£0.00	£7.49	£242.51
1071	Community Toilets	£25,192.00	£0.00	£5,247.00	£19,945.00
1111	Wherrytown Skate Park	£3,590.00	£0.00	£1,010.30	£2,579.70
1115	War Memorials	£1,500.00	£0.00	£856.55	£643.45
1120	Penzance Football Club	£500.00	£0.00	£1,290.00	-£790.00
1130	Open Spaces	£20,250.00	£0.00	£5,236.80	£15,013.20
1140	Water Fountains	£3,150.00	£0.00	£1,133.45	£2,016.55
1165	Toilets	£182,675.00	£0.00	£69,241.20	£113,433.80
1211	The Lodge	£7,500.00	£0.00	£1,176.63	£6,323.37
1270	Devolution - Surveys & Inspections	£0.00	£0.00	£0.00	£0.00
1280	Tree Management	£15,000.00	£0.00	£0.00	£15,000.00
1310	Alexandra Play Park & Tennis Courts	£25,050.00	£10,530.00	£17,983.48	£17,596.52
1320	Princess May Recreation Grounds	£19,625.00	£5,216.41	£37,863.92	-£13,022.51
1330	Foxes Lane Play Park	£2,250.00	£0.00	£608.33	£1,641.67
1995	Reserve Contributions	£203,041.00	£0.00	£0.00	£203,041.00
Total Leisure & Amenities Committee		£1,004,510.0	£15,746.41	£379,253.95	£641,002.46
Total Leisure & Amenities		£115,400.00	£0.00	£71,645.80	-£43,754.20
Total Leisure & Amenities		£1,004,510.0	£15,746.41	£379,253.95	£641,002.46
Total Net Balance		-£889,110.00		-£307,608.15	

Ben Bros gall

Leisure and Amenities Manager

LEISURE AND AMENITIES COMMITTEE – 06 OCTOBER 2025

REPORT FOR INFORMATION

PROJECT UPDATES

Our Culture	Our Decision Making	Our Environment	Our Money	Our People	Our Places	Our Resilience & Wellbeing
						
	✓	✓	✓	✓	✓	✓

Background:

Repainting of Alexandra Play Park and Tennis Courts

Update 11.08.2025 –

DA Giles have been appointed to undertake the re painting of the tennis courts at Alexandra Play Park. The work will be programmed in outside of the school holiday period.

Update 29.09.2025 –

Unfortunately, due to weather conditions, it was not possible to repaint the tennis courts at the planned time. The work has been re booked for the contractors next available window (01.10.2025).

Specification of External Areas – Alexandra Play Park

Update 11.08.2025 –

A number of pre specification pieces of work need to be completed before bringing a specification back to the Committee. Items including drainage inspections will help to ensure that the returned quotes are as accurate as possible.

Update 29.09.2025 –

Internal discussions have been held around the key elements of the specification and to identify if there are any cost saving advantages of combining elements of the project with development works that will be planned in within the next 12 months. Quotes for

external contractor will start to be returned to the upcoming committee meetings for consideration.

Wellfields Car Park – Layout / Surface / Drainage

Update 11.08.2025 –

An order has been raised for the production of necessary surveys and documents to assist with the re design of Wellfield's Car Park. We should shortly be in possession of measured surveys, space planning documents (layouts) and an estimation on the impact of future income generation as a result of any proposed re design.

Update 29.09.2025 –

Not further update at this point

South Pier Public Toilets

Update 11.08.2025 -

An updated report has been provided to this Committee meeting.

Update 29.09.2025 –

Quotes for this project have been returned, and a contractor will be appointed shortly, subject to the provision of required documentation. Closure dates necessary for completion of the work will be confirmed and advertised to the public and Harbour Authority with sufficient notice.

Princess May Recreation Ground

Update 11.08.2025 –

A water heater has been installed at Princess May Rec office. In addition, a number of safety works are shortly going to be progressed utilising the "safety work reserve" established to address urgent H&S items on the site. Identified works currently include a replacement roundabout and wet pour (est £20,000), emergency repairs to swing sets (£1,800). We are also progressing quotes for a number of sections of fencing and for some bollards to be installed at each entrance of the site to improve site security.

Update 29.09.2025 –

The roundabout installation work at Princess May is due to be started on 30.09.2025

Penlee Park – Natural Spring – Penlee Park Pond.

Update 11.08.2025 –

A natural spring exists at the bottom end of Penlee Park, adjacent to the pond. Whilst not presenting a hazard in itself, the spring can lead to a build-up of algae which in turn, makes some of the surfaces slippery. The spring was not present in 2023 but was in 2018 – 2022 and 2024. The proposals to "rectify" the issue have so far identified extensive excavation and rebuilding and any future proposals will be brought to the committee alongside a cost / benefit analysis.

Initial meetings with contractors have identified a possible solution for this site which will include redirecting the flow of water into the pond. This would be far less invasive

and present a more cost-effective fix should further examination not identify any issues.

Update 29.09.2025 –

Drainage surveyors have been contacted. It may be possible to undertake a camera survey of some of the existing drainage around the pond that could possibly be utilized to divert the spring. Conversations have also been held regarding the possibility of “channelling” the water into a French drain. This would need to address the issue of the spring but would redirect the water away from the walkway removing the safety concern.

Ben Brosgall
Leisure and Amenities Manager