

Agenda Item 7
Overview and Scrutiny Panel



Date: **20 February 2017**

Report Title: **Leisure Strategy Review & Management Options Update**

1 Summary

Revised Leisure Strategy

Since the previous Leisure Strategy was developed, there have been substantial changes in national strategies, as well as continued financial challenges for local government. Additionally, in order to progress the leisure centre management options work, a revision of the Council's leisure strategy is necessary. This strategy will ensure that any potential operator has clear guidance regarding the Council's leisure priorities.

The draft Leisure Strategy 2017 - 2021 is attached for the Panel's consideration, prior to the strategy being shared for consultation with key stakeholders.

Leisure Centre Management Options Project

As part of the Comprehensive Spending Review (CSR) process, the Council has decided to maintain the current leisure service provision, whilst considering alternative management options for the service to improve the Council's financial position.

A project roadmap has been developed setting out a phased approach;

- Undertake a review of service delivery options with outline business cases
- Produce a final business case
- Implement service changes.

Following a decision made by Cabinet in late 2016, work has commenced on the development of a business case regarding outsourcing the management of Fenland's leisure centres to a third party company, by way of going to the market.

This paper also updates the Panel on the continued process and how the project will progress in the future highlighting Member involvement with this major Council project. Feedback from the Panel regarding the process being followed will support the effective management and progress of the project.

2 Key issues

- A draft Leisure Strategy 2017 - 2021 is attached for the Panel's consideration
- Cabinet has selected 'going to the market' to procure a management partner as the Council's preferred option for the future management of the leisure centres
- Work is underway, with support from an industry expert, to build a comprehensive business case to identify the potential benefits of this outsourcing approach
- Following an early market engagement event, it is clear that there is market interest in the potential contract in Fenland
- The project has been split into three phases, with the timetable laid out below:

Phase I: Outline business case to inform further focussed work - completed

Phase II: November 2016 to March 2017

Business case preparation leading to Cabinet and Council decision in March 2017

Revision of Fenland Leisure Strategy for consultation April 2017 and adoption May / June 2017

Phase III: May 2017 - mid-2018; Formal EU procurement of a third party company to manage leisure centres on behalf of the Council

Wards Affected	All Wards
Portfolio Holder	Cllr Michelle Tanfield, Portfolio Holder for Leisure
Report Originator	Phil Hughes Head of Leisure Services phughes@fenland.gov.uk
Contact Officer	Richard Cassidy Corporate Director, richardcassidy@fenland.gov.uk
Background Papers	Leisure Strategy 2017 - 2021 references in strategy document Sport England; Leisure Procurement Toolkit 2016 Parliament briefing paper 05950, Local Government: alternative sources of service delivery, May 2016

3 Background

- 3.1 Following the Council's CSR process in late 2015, officers have been tasked with investigating alternative management options to the current in-house model for the management of leisure centres. Of the options available to the Council, Cabinet selected to go to the market for a management partner. With this approach the management partner may be either a private sector company or an established leisure trust.
- 3.2 Since Cabinet's decision late last year, the officers have been supported by an industry expert to develop a focussed business case identifying the potential benefits to the Council of this approach.
- 3.3 Additionally, a revision of the Council's leisure strategy is being undertaken, as the leisure strategy forms one of the guiding documents for any future management partner. Having a strategy that is up to date is essential prior to going out to a formal procurement.

4 Revised Leisure Strategy

- 4.1 The Council's current leisure strategy was developed in 2012/13 and there has been considerable change since that time, necessitating a revision of the Strategy.
- 4.2 The Government, Sport England and Public Health England have all released strategies pertinent to leisure and locally, both the County Council and Fenland have developed Health and Wellbeing Strategies. Fenland has also worked with Sport England to develop Playing Pitch and Indoor Sports Facility Strategies.
- 4.3 During the period of the last strategy, the pressures on local government finances have continued. That being the case the Council has conducted its own internal comprehensive spending review process.
- 4.4 An up to date strategy is also necessary as part of the leisure management options process. Any future partner will be guided by the Council's ambitions and aspirations for the service, contained within the Strategy.
- 4.5 The draft strategy, found at Appendix A of this report, informs future priorities for the leisure service and helps inform the specification for the future management of the leisure service by a managing partner. Members of the Panel are asked to consider the priorities outlined in the draft Strategy.
- 4.6 The draft Strategy contains Key Performance Indicators (KPI's) for the first time. These will be used to track annual progress against the strategy's key priorities and identify strengths and weakness of service delivery against Council ambitions. Members of the Panel are asked to consider the KPI's in the draft strategy.
- 4.7 It should be noted that it is intended that the sports development aspect of the leisure service will remain directly managed by FDC. This will allow officers to continue to support local community sports clubs with advice, support for training and future funding bids. Maintaining a specialist sporting officer is key to supporting both the possible new way of working with a leisure

management partner, as well as supporting the work of the Health and Wellbeing Partnership and fulfilling the Council's ambitions highlighted in the Health and Wellbeing Strategy.

Consultation

- 4.8 As the context section of the proposed strategy sets out, this revised leisure strategy has not been developed in isolation, but has regard to recently updated national, regional and local policy frameworks. As this is the case, significant consultation with regards to leisure has already been undertaken recently including;
- Comprehensive Spending Review consultation across Fenland
 - Fenland Business Plan consultation
 - Active Fenland project insight development
 - Considerable focused consultation work with national governing bodies of sport and local sports clubs and providers with regards to the Playing Pitch and Indoor Sports Facilities Strategies
 - Fenland Health and Wellbeing Strategy consultation
- 4.9 Following feedback from Members of the Panel and Cabinet, consultation will commence with the key stakeholders detailed in Appendix B, with a final Strategy expected to be considered by Cabinet in May 2017.

5 Management Options - Assessment of potential Delivery Options

- 5.1 Members will recall that there are a number of different delivery options available for the Council to consider in relation to the management of the leisure service.
- 5.2 Following Overview and Scrutiny Panel and an All Member Seminar, the potential management options matrix was weighted according to feedback from Members. This highlighted the best fit for Fenland being the option of going to the market for either an established leisure trust or a private contractor.
- 5.3 In November 2016 Cabinet accepted the recommendation to move to Phase II and the production of a business plan, focussed on going to the market to procure a management partner.

6 Roadmap for the leisure management options project

- 6.1 Any change in management arrangements for the leisure service will be a significant decision for the Council. In order that Members are well informed regarding the process and progress, the project has been split into three phases with Member involvement planned in each stage:
Members should note that target dates are provisional.

7 Phase I: (completed)

An evaluation of options available to highlight the best fit for the Council.

8 Phase II: (November 2016 - March 2017)

- 8.1 Work to be carried out in this Phase:
- Developing a Business Case for going to the market for a management partner for leisure centres
 - Revise Leisure Strategy
 - Preparation of documents and data for any Phase III, procurement, work
- 8.2 Planned Member consultation
- Ongoing Portfolio Holder briefings
 - 9 January 2017 Early Market Engagement event - Portfolio Holder presentation
 - 20 February 2017 Overview and Scrutiny Panel (this meeting)
 - 2 March 2017 All Member seminar
 - 23 March 2017 Cabinet and Council

Key aspects of the work in this phase included:

- 8.3 Early Market Engagement

- 8.4 Following Cabinet's decision, officers arranged an early market engagement event with potential interested leisure operators. This session allowed an exchange of knowledge between leisure operators and FDC, ensuring that the potential of the service can be related in the business case and the accompanying financial information.
- 8.5 This event has given the project team confidence that potential management partners are interested in working with the Council, and are likely to bid to manage Fenland's leisure centres.
- 8.6 At the early market engagement event, Cllr Tanfield spoke to all companies present and discussed the Council's aspirations for the leisure centres and the Council's ambition to ensure that they are financially sustainable for the Fenland community.

Finalising the Business Case

- 8.7 The final detailed business case will be presented to Cabinet and Council in March 2017 as a confidential item as it will contain commercially sensitive information.

9 Phase III: Procurement of a Leisure Centre Management Partner

- 9.1 Should Cabinet and Council decide to proceed with a tender for a leisure centre management partner in March 2017, then the Council will work with a specialist legal and leisure management procurement support companies to move a complex EU tender process forwards.
- 9.2 In 2016 Sport England developed a procurement framework for this type of tender. Feedback from the soft market testing event has highlighted that those companies likely to tender for the Fenland contract are familiar with this framework and would welcome working within it. Using the standard framework will also reduce the Council's costs.
- 9.3 The procurement process is intended to be completed in spring 2018, for implementation in mid-2018. During Phase III, as already indicated for Phase I and Phase II, there will be opportunities for Member engagement through all Member seminars and monthly Member briefing notes.

9.4 A summary of the indicative project timetable for Phase III may be found below:

Leisure Management Options - Project Planning	February	March	April	May	June	July	August	September	October	November	December	January 2018	February 2018	March 2018	April 2018
Outline Phase III Plan - Procurement															
Procure supporting legal and leisure procurement companies	█	█													
Develop final procurement documents		█	█	█	█	█									
Advertise contract opportunity via OJEU and Contracts Finder using European Standard Procurement Documentation (ESPD)						█									
Review initial ESPD submissions						█									
Initial bid stage							█	█	█						
Invite final bids									█	█	█				
Evaluate bids												█	█		
Award contract													█		
Handover period to Contractor Management													█	█	█

10 Appendix A; Draft Leisure Strategy 2017 - 2021

11 Appendix B: Stakeholder consultation list

Cromwell Community College

Sir Harry Smith Community College

Neale Wade Academy

Thomas Clarkson Academy

Wisbech Grammar School

March Town Council

Chatteris Town Council

Wisbech Town Council

Whittlesey Town Council

Local Parish Councils

Local GP Commissioning Groups

Cambridgeshire Football Association

County Council Communities Team

Living Sport; Cambs & Peterborough County Sports Partnership (CSP)

Sport England

National Governing Bodies (NGB's) of Sport

Fenland Health and Wellbeing Partnership

County Council Public Health Team

Everyone Health

West End Park Friends Group

Wisbech Park Friends Group

March Town Cricket Club

Wisbech Hockey Club

Wisbech Rugby Club

March Town Cricket Club

Wisbech Tennis Club

District Indoor and Outdoor bowls clubs

Other local sports clubs referred by NGB's and CSP

Strategies also distributed by:

Displayed in 4 x Leisure Centres for customers

Displayed in 4 x One Stop Shops for customers

FDC website, consultation page

Fenland District Council

**Draft Leisure Strategy
2017 – 2021**

For consultation

Creating an active, healthy and prosperous community

1 Foreword

Creating an active, healthy and prosperous local community

Fenland is a district that has diverse leisure opportunities – from playing a sport with one of our local clubs, to using swings in a park, or swimming in one of our pools, or taking a walk in one of our parks, there is something for everyone, whatever your age or ability. Maintaining and developing these opportunities for the community is important to ensure that Fenland continues to be a great place to live, work and visit.

This paper sets out the framework within which this strategy sits and then sets out a vision, strategic priorities and key indicators that the Council will focus on over the few years.

The challenge facing Fenland is clear – we have considerable health inequalities when compared with the rest of Cambridgeshire, including very poor physical activity levels. Additionally, the age profile of the District is changing, with the number of people aged over 65 expected to increase by around a third in the coming decade. Increasing the level of participation in sport and physical activity can reduce those health inequalities and active older people will remain more healthy.

With a clear path to follow, the Council will be able to apply resources effectively, ensuring that local people enjoy high quality leisure opportunities that suit their lifestyle and maintain and improve the quality of their lives.

The continued offer of excellent leisure centres, varied activity programmes with something for everyone, supported by a focused sports development function within the Council, will continue contribute to the health of our community and the prosperity of the district. This strategy will ensure that a focus is maintained on providing leisure opportunities that our communities deserve.

This strategy should not be read in isolation and complements other national, regional and local strategies and information briefings, including;

- Fenland Council's Business Plan
- Fenland Health and Wellbeing Strategy
- Cambridgeshire Health and Wellbeing Strategy and 2016 Annual public health report
- Fenland Communities Development Plan: Core Strategy & Fenland Neighbourhood Planning Vision
- UK Government Strategy - Sporting Future: A New Strategy for an Active Nation
- Sport England Strategy – Towards an Active Nation
- Public Health England – Everybody Active, Every Day.

With recent change in the strategic landscape, an update to our local leisure strategy is necessary, ensuring that the Council continues to be guided by other strategies, following evidence and best practice.

2 Introduction

In recent years the term leisure when used to describe sporting activities has changed. The Government and Sport England understand that many people are active, but not necessarily playing formal sport. Recent strategies from the Government and Sport England recognise physical activity. This leisure strategy considers sport and physical activity – including play for younger children.

2.1 Strategy Context

There have been several significant changes in local government over the past few years – particularly with regards to finance and the pressure that this has exerted over local authorities.

2.2 Complementing National Strategies

Additionally, the Government and Sport England have both issued sports strategies recently. The Government's first new strategy for sport in over a decade, **Sporting future, a new strategy for an active nation**, identifies a new approach and considers sport and physical activity. Five key outcomes form the basis of the Government's strategy:

Outcome	Measureable
Physical wellbeing	An increase in the percentage of people in England achieving the Chief Medical Officer's guidelines for physical activity and a decrease in the number of people who are physically inactive; those who are active for less than thirty minutes a week. ¹⁸
Mental wellbeing	Improved subjective wellbeing of participants. Government will be working with the What Works Centre for Wellbeing to identify specific measures that can be used to inform this outcome.
Individual development	Increased levels of perceived self-efficacy. The Department of Culture, Media and Sport is working with the Office of National Statistics to identify the best way of evidencing self-efficacy.
Social and community development	Increased levels of social trust in local communities.
Economic development	Value of sport to the UK's economy.

Another significant national strategy recently published is **Public Health England's** 2014 strategy, **Everybody Active, Every Day** – a key priority of which is;

Active Society: Creating a social movement – aims to improve the general awareness of the benefits of physical activity through working with a broad range of organisations to refocus their efforts on getting more people, more active, more often.

Sport enhances individuals and communities, boosts the economy, and supports a range of other Council priorities, including health, tackling crime and education. We need to fully understand how much of a positive difference it can make to people's lives. It is clear that the Government understands that sport is instrumental in improving public health, as well as strengthening communities and helping to improve the economic situation in a community.

This is reflected across our communities in Fenland too – but there are a significant number of our community who do not engage in sport and physical activity - this strategy will help focus the Council's resources on addressing this.

2.3 Complementing Local Strategies

The Fenland Health and Wellbeing Partnership, as well as the Countywide Health and Wellbeing Board both highlight health inequalities in Fenland, with obesity and overweight adults as well as low physical activity levels featuring as key issues. Within the Cambridgeshire Health and Wellbeing Strategy, Priority 3 targets 'Encourage healthy lifestyles and behaviours in all activities ...' This priority targets an increase participation in sport and physical activity, and encouraging a healthy diet to reduce the rate of development of long-term conditions, increasing the proportion of older people who are active and retain their independence, and an increase in the proportion of adults and children with a healthy weight.

2.4 Fenland Playing Pitch Strategy and Fenland Indoor Sports Facility Strategy

The Council has recently worked with Sport England to commission two strategies regarding Playing Pitches and Indoor Sports Facilities. These 2016 strategies consider the development of sporting infrastructure with regard to current provision and anticipated population growth in the District. Whilst significant investment in infrastructure is not indicated in either study during the period of this Leisure Strategy, continued support for sports clubs and maintenance of facilities and pitches by way of successful funding bids to third parties continues to be necessary. The Council will support this work through the sports development team.

2.5 A Partner to manage Fenland's Leisure Centres?

A further consideration, in addition to financial challenges and the changes in national strategy and development of local strategies, is that the Council is progressing a project regarding the externalisation of the Council's leisure centre service. Ensuring that the Fenland Leisure Strategy is up to date is of significant importance for this project as it will guide the work of any future managing company, should that be the path that the Council takes.

3 What are the broader outcomes of sport and physical activity participation?

There is a body of evidence regarding the positive impact that regular participation and engagement in sport and physical activity has on shaping people and places. The wide-ranging benefits to individuals and communities include:

- Increased skills, employment and economic prosperity
- Improved health and reduced health inequalities
- Strong, sustainable and cohesive communities
- Improved life chances for children and young people

Fenland District Council has always played a pivotal role in supporting sport and physical activity. Ensuring that local people have access to good sport and physical activity provision is essential in ensuring that Fenland is a great place to live, attracting people into the area and having a subsequent positive impact on the economy.

With such an opportunity to impact on a wide range of outcomes, a focused approach on sport and physical activity is necessary. This strategy highlights the importance of sport and physical activity

and will ensure that the Council continues to focus on improving opportunities for the community to take part in sport and physical activity opportunities in the future.

Unfortunately, it is clear that in Fenland too few people are active. When compared with the rest of the East of England, Fenland is one of the two least active Districts.¹ The Council must apply focused support and opportunities to ensure that our communities increase the amount of sport and physical activity that they take part in every week, improving the community's health.

4 Barriers to sport and physical activity participation?

When comparing Fenland with the rest of Cambridgeshire, the difference in sport and physical activity participation levels is stark. Other Districts within Cambridgeshire have physical activity levels between 58% and 77%, with Fenland at just 52%.

Barriers to sport and physical activity that were highlighted by the insight research conducted by Sport England prior to the Active Fenland project include:

- The low wage economy in Fenland leading to affordability issues
- The physical nature of many jobs in Fenland leading to less desire for active leisure
- Shift work making commitments to a regular sports session difficult
- Access to sport and physical activity opportunities, given the rural nature of the District
- A simple lack of time to spend on sport or physical activity

5 A brief review of the 2012 - 2016 Leisure Strategy

As a result of the most recent Leisure Strategy, the Council has significantly improved sport and physical activity opportunities and services available to the community. Highlights of the work that the Council has achieved as a result of the last strategy include:

5.1 Priority 1: Continue to Provide an Efficient Service

- Participation rates have increased in leisure centres
- Leisure centres are now branded New Vision Fitness
- Investment of over £800k has seen considerable improvements at the George Campbell centre
- £840k investment in energy efficient plant will see energy costs reduce significantly
- The annual cost of operating FDC's leisure centre service remains stable at approx. £500,000
- Leisure centre customer satisfaction levels are running above 80%
- The project to consider alternative management delivery options for leisure centres is ongoing

5.2 Priority 2: More people, more active, more often

- Participation rates have increased in Fenland's leisure centres
- Membership sales are at their highest ever point
- Professional support for the marketing of leisure has been used for the first time
- Social media plays a key role in promoting leisure opportunities across Fenland
- Continued improvements in Fenland's open spaces, including significant investment in several play areas, including a skate park in Chatteris and a large new play area in Whittlesey featuring interactive equipment for the first time in Fenland.
- The Active Fenland programme is promoting varied activities in Fenland's open spaces, including run routes, table tennis and walking football.

5.3 Priority 3: Supporting Community Sport

- Strategies have been developed, with Sport England support, for playing pitches and sports facilities to highlight demand led investment need for the future
- Successful funding bids to Sport England include £200k investment in leisure centres, as well as the support of £250k for the Active Fenland project

¹ Public Health England – Physical Activity Indicators 2017

- The Active Fenland programme has been developed between Living Sport, National Governing Bodies of sport and the Council

5.4 Priority 4: Linking with partners to encourage tourism and economic development

This part of the previous leisure strategy has been delivered through the Fenland Tourism Partnership, with this work becoming more and more linked and local tourism business input.

6 The future challenges for leisure in Fenland

6.1 The increasing role for leisure to deliver across different agendas

The leisure service can deliver across the different agendas highlighted below, but must ensure that it can evidence the difference it plays in tackling these challenges. Successful interventions will involve working together better with partners to effectively coordinate limited resources across the District and monitoring outcomes from interventions.

6.2 Meeting increasing customer expectations

Customer's tastes and preferences have changed and are continuing to change. Investment in Fenland's leisure centres, to match customer expectations based on customer feedback should be planned. Without a focus on keeping the facilities attractive and appealing to our community, the service will not be sustainable.

6.3 Maintaining delivery in a challenging economic climate

Reductions in Council budget over the past seven years have proved challenging, leading to significant service redesign. This has improved our focus on the customer and income generation. However short term financial pressures will continue and a focus on more people, more active, more often is essential to increase income levels and ensure the service remains sustainable.

The project to change the delivery model for the service addresses some of these challenges. Should the Council procure a management partner for the leisure centre service, significant investment and revenue savings would be anticipated.

7 Why does the Council need a leisure strategy?

Sport and physical activity has a significant positive impact on people and places; the Council invests significant funding in the provision of leisure opportunities for the benefit of the community;

7.1 Leisure Centres

Leisure centres in Fenland must focus on being sustainable in the future and broadening their impact on improving community health. This strategy prioritises a focus on ensuring that leisure centre provision in the district is sustainable, encouraging the community to increase their participation levels in sport and physical activity, in turn reducing the level of health inequalities found in the district.

7.2 Sports Development

Over the past 2 years the sports development function of the Council has developed and managed the Active Fenland project. With funding from Sport England, this project has attracted more than 4,000 individuals to take up a diverse range of sport and physical activity opportunities across the District. The Sports Development Team will continue to support Active Fenland, as well as identify funding opportunities for community sports clubs and support successful applications to those funds. Working together better with other partners will also form a key role for the Sports Development Team, further enhancing opportunities to reduce health inequalities in the District.

7.3 Open Spaces

Finally, the Council provides significant open spaces for the community to enjoy. These areas promote opportunities to be active as an adult, but are also the key spaces that children and young people use for play, either in an open space or in one of our many play areas. Fenland's open spaces are well maintained and accessible by all. Open spaces provide a platform for community activities, social interaction, physical activity and recreation, as well as reducing social isolation, improving community cohesion and positively affecting the wider determinants of health.

This strategy sets out a **vision, strategic priorities and key indicators** to monitor, giving the Council a clear focus, ensuring that sport and physical activity continues to contribute to improving local community outcomes.

8 Why a leisure strategy can help Fenland prosper

8.1 Leisure and Social Inclusion

Sport and physical activity builds social capital in communities and fosters understanding between different cultures. Sport builds intergenerational respect, as well as a greater understanding of cultural differences.

8.2 Leisure and Community Safety

Sport and physical activity can contribute to reducing crime and levels of antisocial behaviour. As a diversionary activity, sport is especially effective at reducing crime and disorder in young people – the most significant group in terms of offending. Involvement in sport and physical activity at an early age is proving to prevent young people taking up criminal or anti-social activities.

8.3 Lifestyle and Health Improvement

There are many factors that affect a person's health. These are summarised in Figure 1 below:



Figure 1: Model of wider determinants of health & wellbeing

Source: Modified from Dahlgren & Whitehead's rainbow of determinants of health (G Dahlgren and M Whitehead, Policies and strategies to promote social equity in health, Institute of Futures Studies, Stockholm, 1991) and the LGA circle of social determinants (Available at: http://www.local.gov.uk/web/guest/healthy/-/journal_content/56/10171/3511260/ARTICLE-TEMPLATE)

It should be noted that whilst sport and physical activity play a key role in a person's health, so does the local economy. This model encourages taking an overall view of a person's health – highlighting the link between this strategy and other FDC and partner work that contributes to overall wellbeing.

'The scientific evidence is compelling. Physical activity not only contributes to wellbeing, but is also essential for good health. People who are physically active reduce their risk of developing major chronic diseases by up to 50%, and the risk of premature death by about 20% - 30%.²

8.4 Significant Health Inequalities in Fenland

Fenland's community suffers from significant health inequalities and earlier mortality than the Cambridgeshire average³.

8.5 Healthy Weight and Obesity in Fenland

The 2015 Public Health England health profile for Fenland highlights that obesity levels in the district are some of the highest in the East of England with 26.8% of adults classed as obese. An additional 45.6% of the Fenland adult population are classed as overweight. These are the highest levels in Cambridgeshire.

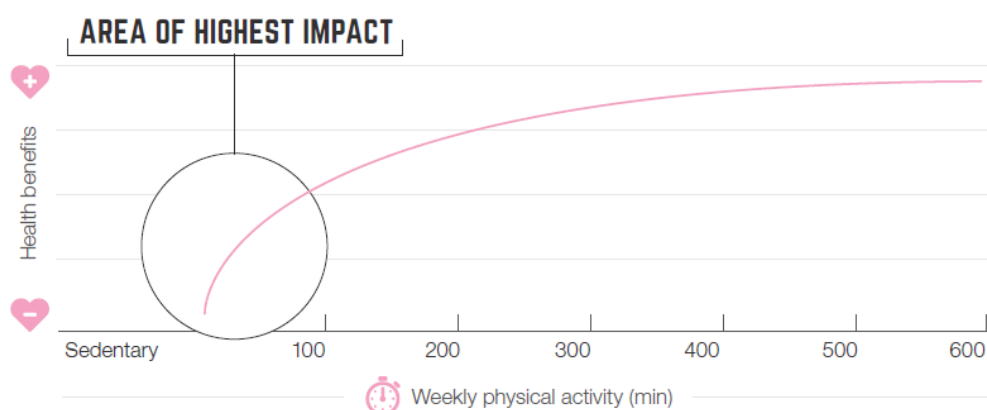
High obesity levels, low levels of sport and physical activity combined with low levels of healthy eating in Fenland are leading to high levels of diabetes in the population, with 7.7% of the population, or 7,078 people, living with diabetes in Fenland.

8.6 Physical Activity Levels

The Government, Public Health England and Sport England have all acknowledged that there is a significant problem with the low levels of sport and physical activity being undertaken in the UK.

Sport and physical activity levels in Fenland are significantly worse than county, regional or national levels. Across the East of England there are only four other districts that are less active than Fenland. With a national picture of 66% of adults aged 50 – 70 years not having engaged in any moderate physical activity for the past month⁴, the scale of the physical activity challenge is clear.

With regard to the impact that the Council can have in Fenland, Sport England's recent strategy has highlighted that the most significant impact on public health can be made by focussing on those who are currently sedentary. This is highlighted in the diagram below:⁵



'There are few public health initiatives that have greater potential for improving health and wellbeing than increasing the physical activity levels of the population of England'⁶

² Chief Medical Officer, Department of Health, 2004

³ Fenland District Council health and well-being strategy, 2016

⁴ Chief Medical Officer, Annual Report - Baby Boomers: Fit for the Future, 2015

⁵ Sport England, Towards an Active Nation, Strategy 2016 - 2021

⁶ Chief Medical Officer, Department of Health, 2004

9 Strategy Vision

To improve community health and community cohesion by encouraging more people to be more active, more often

10 Key Outcomes

- More people, more active, more often across Fenland
- Participation in sport and physical activity is increased in target groups
- Providers of sport and physical activity opportunities work effectively together with health partners

11 Strategic priorities

This strategy gives clarity to the Council's desired community outcomes for leisure in Fenland. The Council has adopted the following priorities:

- **Priority 1: Provide an efficient, sustainable leisure centre service, focused on getting more people, more active, more often**
- **Priority 2: Support varied community sport opportunities**
- **Priority 3: Support programmes that target a reduction in health inequalities**
- **Priority 4: Work more collaboratively with other bodies on health, sport and physical activity initiatives**

12 Priority 1: Provide an efficient, sustainable leisure centre service, focused on getting more people, more active, more often

12.1 Why has this priority been chosen?

To ensure that the Council can continue to support local leisure centre facilities, running costs must be kept to a minimum through efficient service provision whilst income levels must grow – reducing the net cost further still.

12.2 What we will do:

- Focus on increasing leisure centre attendance levels, leading to improved public health, as well as a more financially sustainable service
- Offer committed, market value, membership schemes for gym and fitness class users
- Ensure that the leisure centres follow health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth
- Use insight led, effective, targeted marketing to develop a larger customer base
- Use customer satisfaction to promote the service throughout Fenland, driving up income and attendance levels
- Consider alternative management options for Fenland's leisure centres

12.3 Key Performance Indicators

- At least a 1% rise year on year of people attending the leisure centres
- Leisure centre income rising by at least 2% year on year
- Investment to improve the customer offer will take place annually in the leisure centres
- Customer satisfaction levels will remain above 80% in the leisure centres

13 Priority 2: Support varied community sport opportunities

13.1 Why has this theme been chosen?

The Council will continue to work to make leisure and sport accessible to the whole population. Leisure centres and community colleges act as sports hubs, with other activities in community settings, such as village halls and local playing fields, reducing the need to travel, increasing accessibility, and subsequently increasing participation levels.

Community sport is thriving in Fenland and the Council recognises the importance of working with the community to maintain current and develop new sporting opportunities. There are many clubs supported by community volunteers with a wide variety of activities taking place, all of which will benefit from support over the period of this strategy.

13.2 What we will do:

- Ensure that the Sports Development Team works as an enabler, not a provider, to support community sports clubs to improve participation, local facilities and coach education
- Work with partners to identify funding opportunities and submit applications to support sport and physical activity in Fenland.
- Develop the skills and capacity to submit funding bids that have a high chance of success, impacting on sport and physical activity opportunities in the district
- Work with National Governing Bodies of Sport, the County Sports Partnership and Sport England to develop, monitor and evaluate programmes in the district
- Work with partners to deliver effective active leisure programmes that develop respect and strengthen community cohesion, including cross-generational and cross-cultural activities
- Continue to manage the Active Fenland project and focus on sustainable project delivery in 2018 and beyond

13.3 Key Performance Indicators:

- Active Fenland hits annual throughput (attendances) targets
- Number of funding applications submitted with Sport Development Team support increases year on year from a 2017/18 baseline
- Value of funding brought into the District supported by the Sports Development Team increases year on year with a baseline established in 2017/18
- Number of active leisure schemes set up and supported by partners with the Sports Development Team increases year on year

14 Priority 3: Support programmes that target a reduction in health inequalities

14.1 Why has this theme been chosen?

As a Council committed to improving the health of our local community, schemes targeting a reduction in health inequalities can positively impact segments of the population requiring extra support.

14.2 What we will do:

- Increase the number of exercise referral clients joining the exercise referral scheme by 25% annually (to a minimum of 400 across the service per year) through more effective partnership work with local referring medical professionals
- Focus the exercise referral scheme on those people who have diabetes or are overweight or obese –health indicators that are significantly worse than the regional average
- Work with the County Public Health Team to set up and effectively manage a Let's Get Moving scheme in Fenland, targeting an increase in community physical activity levels
- Use lessons learned from the Active Fenland project to promote informal sport and physical activity opportunities in Fenland's open spaces
- Use social media and effective marketing in open spaces locations to promote opportunities that Fenland's open spaces offer for sport and physical activity

14.3 Key Performance Indicators:

- Exercise referral numbers will increase by 25% p.a. to a minimum of 400 clients p.a. with a 60% completion rate
- Let's Get Moving (LGM) sessions set up in 15 locations by the end of year 2 of the programme
- The number of informal sport and physical activity sessions available to the local community in Fenland's open spaces will increase year-on-year with a baseline established in 2017/18

15 Priority 4: Work more collaboratively with other bodies on health, sport and physical activity initiatives

15.1 Why has this theme been chosen?

The Health and Wellbeing Strategy identifies, as a priority, the importance of working with other providers in the health sector to increase the amount of sport and physical activity being undertaken by sedentary and hard to reach users. The Council provides leisure centres and these community hubs could be used more effectively, along with the data they collect, to support varied health improvement initiatives across the District more effectively.

15.2 What we will do:

- Continue to work closely with the local Health and Wellbeing Partnership to improve community health in Fenland
- Offer the use of leisure centre rooms to health partners to aid the development of accessible community health initiatives
- Work with the Public Health Team on the Let's Get Moving initiative to provide more opportunities to be more active in Fenland

15.3 Key Performance Indicators:

- Regular health and physical activity sessions taking place in leisure centres, provided by other health partners
- Let's Get Moving project providing at least 10 sessions across Fenland in year 1

16 Performance Measurement

Key Performance Indicators – summary

KPI Ref	Measure	Baseline (31 March 2017 or 17/18)
	Priority 1	
LS1	At least a 1% rise year on year of people attending the leisure centres	
LS2	Leisure centre income rising by at least 2% year on year	
LS3	Identified financial investment to improve the customer offer will take place annually in the leisure centres	
LS4	Customer satisfaction levels remaining above 80% in the leisure centres	
	Priority 2	
LS5	Active Fenland hits annual throughput (attendances) targets	
LS6	Number of funding applications submitted with Sport Development Team support increases year on year from a 2017/18 baseline	
LS7	Value of funding brought into the District supported by Sports Development Team increases year on year with a baseline established in 2017/18	
LS8	Number of active leisure schemes set up and supported by partners with the Sports Development Team	
	Priority 3	
LS10	Exercise referral numbers will increase by 25% p.a. to a minimum of 400 clients per year with a 60% completion rate	
LS11	Referring health professionals reporting a good relationship with the leisure centres – baseline established 2017/18	
LS12	Let's Get Moving (LGM) sessions set up in 15 location by the end of year 2 of the programme	
LS13	The number of informal sport and physical activity sessions available to the local community in Fenland's open spaces increases year-on-year with a baseline established in 2017/18	
	Priority 4	
LS14	Regular sessions taking place in leisure centres, provided by other health partners	
LS15	Let's Get Moving project providing at least 10 sessions across Fenland in year 1	