

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Service Delivery Overview & Scrutiny Panel

27 January 2021

TITLE:	Proposal for a Leisure Facility Working Group
PORTFOLIO HOLDER:	Councillor Mark Deaville - Deputy Leader & Portfolio Holder for Leisure and Sports
CONTACT OFFICER:	Robert Wilks - Principal Officer (Leisure and Recreation)
WARDS INVOLVED:	All

1. Reason for the Report

- 1.1 To update the Service Delivery Overview & Scrutiny Panel on the progress of the second stage of the Council's Leisure Consultancy work and for the Committee to consider the formation of a Member working group to support the development of a 'Leisure Transformation Plan'.

2. Recommendation

- 2.1 That the Service Delivery Overview & Scrutiny Panel:

- Notes the progress of stage two of the Council's Leisure Consultancy work.
- Considers the formation of a Member working group to support the development of a 'Leisure Transformation Plan'.

3. Executive Summary

- 3.1 On 20 November 2019, the Service Delivery Overview & Scrutiny Panel considered a report which set out the work required to establish detailed plans for future capital investment and management options for the Council's leisure centres.
- 3.2 In October 2020, FMG Consulting were awarded the contract to lead this piece of work which is scheduled to be delivered between 1 November 2020 and 30 June 2021. Following completion of the consultancy work, final reports will be produced and presented to Members for consideration towards the end of 2021.
- 3.3 Under a working title of the 'Leisure Transformation Plan' the scope of the work

which FMG Consulting is required to develop is set out below;

- To review the current evidence base regarding participation in physical activity and sport, and usage of the leisure centres in line with Sport England Strategic Outcomes Planning Guidance (SOPG).
- Produce a summary report which identifies any missing pieces of information and what further work or consultation may be required.
- To produce a detailed feasibility study and associated capital investment plan for our Leisure Centres in Biddulph, Cheadle and Leek.
- To produce a clear and affordable capital investment plan for these facilities.
- To produce a detailed appraisal as to the potential future management options for the Alliance Leisure Centres.

3.4 A plan for wider stakeholder and community consultation is currently being developed. In order to ensure Members are engaged with the process and consultation, it is recommended that a Member working group from this Panel is established. A similar working group is also being proposed for HPBC.

3.5 It is proposed that the working group would consider the main aspects of the Leisure Transformation Plan as follows:

- To consider the findings of the needs analysis and review of current evidence base.
- To consider the proposed capital investment options that have been identified to meet the needs as identified.
- To consider the future management options for the leisure centres.

3.7 Should the Service Delivery Overview & Scrutiny Panel approve the recommendation to establish the working group, it is proposed that a working group be made up of 7 members be established, politically balanced as follows:

- Conservative & Independent – 4
- Labour – 2
- Independents – 1

4. **How this report links to Corporate Priorities**

4.1 This report links to Aim 1 of the Council's Corporate Plan "To help create a safer and healthier environment for our communities to live and work".

To deliver Aim 1 of the objective "Provision of sports facilities and leisure opportunities focused upon improving health".

5. **Alternative Options**

5.1 The work being undertaken by the appointed consultants will be ongoing for a period of approximately six months. In order to engage the elected members in this process there are two options available:

1. To not establish a Member working group - By not involving Members via a structured method of engagement, such as a Member working group, a risk is presented that the views of Members and their aspirations are not fully considered in the development of the Leisure Transformation Plan.
2. To create a Member working group – This will ensure members are fully informed of the process being followed in regard to the Leisure Transformation Plan and gives them an opportunity to shape the outcomes (**Recommended**).

Mark Trillo
Executive Director (People) and Monitoring Officer

**Web Links and
Background Papers**

Service Delivery Overview & Scrutiny Panel – 20.11.19

Contact details

Robert Wilks
Principal Officer (Leisure and Recreation)
robert.wilks@highpeak.gov.uk

6. Detail

- 6.1 On 20 November 2019, Service Delivery Overview and Scrutiny Panel considered a report which set out the work required to establish detailed plans for future capital investment and management options for the Council's leisure centres.
- 6.2 Approval was given to recruit external consultancy support to assist the Council to develop affordable, ambitious and deliverable plans for its leisure centres, working closely with Sport England and other key stakeholders and partners.
- 6.3 In October 2020, FMG Consulting were awarded the contract to lead this piece of work which is scheduled to be delivered between 1 November 2020 and 30 June 2021. The final reports will then be produced and presented to Members for consideration towards the end of 2021.
- 6.4 Under a working title of the 'Leisure Transformation Plan' the scope of the work which FMG Consulting is required to develop is set out below:
 - To review current evidence base relevant to participation in physical activity and sport, and usage of the leisure centres in line with Sport England Strategic Outcomes Planning Guidance (SOPG).
 - Produce a summary report which identifies any missing pieces of information and what further work or consultation may be required.
 - To produce a detailed feasibility study and associated capital investment plan for our Leisure Centres in Biddulph, Cheadle and Leek.
 - To produce a detailed appraisal as to the potential future management options for the Council's Leisure Centres.

- 6.5 FMG Consulting will undertake a three stage approach to delivering the scope of work set out above, including a detailed review of relevant evidence base, participation and usage trends, stakeholder consultation, design development of capital investment options and business planning for each future management option;
 - Phase 1: Outcomes and Insight
 - Phase 2: Interventions
 - Phase 3: Commitment

6.6 It is important to note that some aspects within each phase will occur simultaneously to reflect interrelated issues and the challenging circumstances of delivering this piece of work during the current coronavirus pandemic.

6.7 The table below details the structure of meetings and their frequency that will occur to ensure that the Leisure Transformation Plan is managed effectively and with the involvement of all relevant service areas within the Council.

Name	Frequency
Leisure Commissioning Board	Quarterly
Project Steering Group	Monthly
Alliance Management Team/Heads of Service Briefings	Bi-Monthly

6.7 Since their appointment, FMG have undertaken a series of internal meetings with Heads of Service representing key service areas such as Regeneration, Planning, Finance and Assets to understand in greater detail the key considerations and risks that may impact upon the successful development of the Leisure Transformation Plan within the timescales set.

6.8 Whilst a plan for wider stakeholder and community consultation is also being developed. Consideration is now needed as to how Members will engage with the process.

6.9 In order to address this, it is proposed that the Service Delivery Overview & Scrutiny Panel consider forming a Member working group to assist with the continued development of the project and to ensure the project outcomes are sufficiently informed and scrutinised by Members.

6.10 It is proposed that the working group consider the main aspects of the Leisure Transformation Plan as follows:

- To consider the findings of the needs analysis and review of current evidence base.
- To consider the proposed capital investment options that have been identified to meet the needs identified.
- To consider the future management options for the Alliance leisure centres.

6.11 It is proposed that a working group of 7 members be established politically balanced as follows:

- Conservative & Independent – 4
- Labour – 2
- Independents – 1

- 6.12 Once the working group has been established it is recommended that it agrees the frequency of its meetings at its first meeting. Due to the timescales of work being conducted by FMG it is proposed that approximately 3-4 meetings of the working group would be required.
- 6.13 An equivalent working group has been proposed at HPBC. The work being undertaken by FMG is Alliance wide and whilst each working group will look at the needs analysis and proposed investment needs for their individual authority area the review of management options for the Alliance needs to be considered jointly in order to ensure we have a management option which is agreed jointly.
- 6.14 A summary of the progress made by the working group and the outcomes of the FMG work will be reported back to this Service Delivery Overview & Scrutiny Panel in due course.