



Tourism, Communities, Culture & Leisure Committee

Date:	Tuesday, 27 July 2021
Time:	6.00 p.m.
Venue:	Palace Suite - Floral Pavilion

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AGENDA

- 1. WELCOME AND INTRODUCTION**
- 2. APOLOGIES**
- 3. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

- 4. MINUTES (Pages 1 - 6)**

To approve the accuracy of the minutes of the meeting held on 16 June 2021, attached.

- 5. PUBLIC AND MEMBER QUESTIONS**

- 5.1 Public Questions**

Notice of question to be given in writing or by email by 12 noon, Thursday, 22 July 2021 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 10.

5.2 Statements and Petitions

Notice of representations to be given in writing or by email by 12 noon, Thursday, 22 July 2021 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 11.1.

Petitions may be presented to the Committee. The person presenting the petition will be allowed to address the meeting briefly (not exceeding one minute) to outline the aims of the petition. The Chair will refer the matter to another appropriate body of the Council within whose terms of reference it falls without discussion, unless a relevant item appears elsewhere on the Agenda. Please give notice of petitions to committeeservices@wirral.gov.uk in advance of the meeting.

5.3 Questions by Members

Questions by Members to be dealt with in accordance with Standing Orders 12.3 to 12.8.

SECTION A - KEY AND OTHER DECISIONS

6. COMMUNITY SAFETY STRATEGY (Pages 7 - 30)

SECTION B - WORK PROGRAMME / UPDATES

7. SPORTS AND PHYSICAL ACTIVITY STRATEGY UPDATE (Pages 31 - 166)

8. FUTURE OF GOLF PROGRAMME UPDATE (Pages 167 - 202)

9. WORK PROGRAMME UPDATE (Pages 203 - 212)

Public Document Pack Agenda Item 4

TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Wednesday, 16 June 2021

Present: Councillor H Cameron (Chair)

Councillors	B Kenny	J Johnson
	C Spriggs	S Williams
	KJ Williams	A Brame
	G Wood	P Gilchrist
	M Booth	P Cleary

1 WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting and reminded viewers and attendees that the meeting was webcast and a copy was retained on the Councils website.

2 APOLOGIES

There were no apologies for absence.

3 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members were asked to consider whether they had any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state what they were.

Councillor Spriggs declared a personal interest in Minute 6 (Libraries Consultation Update) as a board member of Get It Loud In Libraries.

4 MINUTES

RESOLVED –

That the minutes of the meeting of the Tourism, Communities Culture and Leisure Committee held on 3 March 2021 be approved and adopted as a correct record.

5 PUBLIC AND MEMBER QUESTIONS

There were no questions from the public or Members, or any statements or petitions.

6 LIBRARIES CONSULTATION UPDATE

Councillor Spriggs declared a personal interest in as a board member of Get It Loud In Libraries.

The Director of Neighbourhoods introduced this report which provided an update on the work undertaken to deliver a public and stakeholder wide consultation on the draft Library Strategy and proposed new library model. Consultations had already taken place with Government and staff and there was a proposed public consultation on the 'have your say' online platform for 6-8 weeks, with a stakeholder mapping exercise. There would be offline consultation methods too.

Members questioned issues with particular libraries and officers took comments away for consideration and response.

Resolved: That:

- (1) the action being undertaken to deliver the public consultation on the draft Library Strategy and proposed new model be noted and the proposed date of June 28 2021 for start of the public consultation be approved.**
- (2) the proposed date for the Director to bring a report to Tourism, Communities, Culture and Leisure Committee 17 November 2021 to present a Final Libraries Strategy with recommendations, and accompanying findings and outcomes of the public consultation be approved.**

7 INCOME GENERATION OPPORTUNITIES RELATING TO THE FUTURE OPERATION OF THE FLORAL PAVILION THEATRE AND CONFERENCE CENTRE

Dave Mackenzie, the Commercial Manager from the Floral Pavilion, presented this report which provided an information on the development of income generating opportunities across a number of sites including the Floral Pavilion Theatre & Conference Centre, Wirral Sailing Centre, West Kirby (WSC) and other sites where catering is provided as part of the Wirral Council offer.

Members questioned the development of the catering service at the Williamson Art Gallery and were informed that existing staff were used to run it and it did make a profit but the facilities were limited which limited the range on offer.

Resolved: That

- (1) the contents of this report be noted; and**

- (2) the development and implementation of future medium and long-term income proposals set out in this report be supported.**

8 EUROPA POOLS – OPTIONS FOR 2021 PROVISION OF LEISURE FUN POOL

The Assistant Director for Leisure, Libraries and Customer Engagement, Andy McCartan, introduced this report which provided information and options regarding the reinstatement of the Leisure Pool provision at the Europa Pools facility in Birkenhead for the 2021 school Summer holiday period. The Leisure Pool facility had been closed since March 2020 as a consequence of the Covid-19 pandemic and closure of the fun pool had been considered as part of the Medium Term Financial Plan. The Committee had asked to keep the option to reopen for Summer based on the release of restrictions on 21 June but that has been pushed back by a month. A mezzanine floor had been fitted which allowed for dry events to take place, and the lane swimming pool was open as activity could be controlled and so it did not represent a health risk.

In answer to Members questions it was clarified that there was a cost involved in refilling the pool and staffing.

The Director of Public Health, Julie Webster, informed Members that the North West region was the epicentre of ‘delta variant’ cases with a 59% increase in the previous week, in a younger age group including children. She advised not to open for the numbers of customers needed to make it viable.

Members expressed concerns at children having missed out socially during the pandemic and there was demand if it were reopened. If it were not reopened there could be events such as inflatables at the Guinea Gap swimming pool. Members were also aware that if restrictions were removed on 19 July a full reopening could take place although they noted that the local situation may still carry risk of the virus spreading.

Councillor Allan Brame proposed reopening subject to no further restrictions imposed by the Govt. This was seconded by Councillor Christine Spriggs.

Resolved (6:5)- That

- (1)** the information and options presented in the ‘Europa Pools – options for 2021 provision of leisure fun pool’ report be noted; and
- (2)** the Director of Neighbourhood Services be instructed to undertake and facilitate the necessary steps for the reopening of the Leisure Pool for the 2021 school Summer holiday period 19/07/21 – 05/09/21 (inclusive) subject to there being no covid restrictions imposed by the Government during that period.

9 CAPITAL AND REVENUE BUDGET MONITORING QUARTER 4

The Director of Resources introduced this report which provided Members with an overview of budget performance for the Committee's area of activity. The financial information details the year-end revenue and capital outturn position, as reported at quarter 4 (Apr-Mar) 2020/21. The accounts remained subject to final audit.

There had been a £7.2 million overspend on revenue for number of reasons including an overspend in community patrol. There had also been favourable factors including savings from not hosting events which helped offset loss of income from golf, libraries and leisure centres. There had been some Government compensation for loss of income which amounted to around 75% of losses in eligible income.

Resolved -

That the year-end revenue outturn position of £7.256m adverse and the performance of the capital programme, as reported at quarter 4 (Apr-Mar) of 2020/21 be noted.

10 2021/22 BUDGET MONITORING AND 22/23 BUDGET PROCESS

The Director of Resources presented this report which highlighted the processes for monitoring the 2021/22 budget and the budget setting process for 2022/23. The Committee was accountable for ensuring that the Committee budget remained within the relevant envelope and was to take collective responsibility via the Policy and Resources Committee to ensure that the whole Council budget remained in balance at all times, by agreeing mitigating actions to bring the budget back in line, should a deficit be forecast.

One of the key documents required to enable the Council to receive approval for exceptional financial support was a balanced five-year Medium Term Financial Plan (MTFP). This document was prepared by Officers and required committee oversight and approval, with proposals being taken to workshops and then in further report to Committee.

Members noted that the planned zero based budgeting system would be trialled by the Adult Social Care and Public Health Committee before being undertaken by all Committees. Councillor Helen Cameron proposed that resolution 4 be amended to reflect that. This was seconded by Councillor Christine Spriggs.

Resolved - That

(1) the content of the report and the current forecast position of savings for 2021/22 and the ongoing work being undertaken to mitigate any under-achievement be noted.

- (2) the current proposals within this report from the Medium-Term Financial Plan from 2022/23 – 2025/26 be included and the Director of Neighbourhoods to develop them into full business cases, where appropriate, for inclusion in the 2022/23 budget proposals to Policy and Resources Committee at its October meeting for approval.**
- (3) a series of budget workshops be convened to identify any alternative savings/income/reductions in pressures to ensure that a full suite of costed and deliverable proposals can be recommended to the Policy and Resources Committee at its October meeting for approval.**
- (4) it be noted that the Zero Based Budgeting project would be piloted by the Adult Social Care and Public Health Committee.**

11 APPOINTMENT OF STATUTORY / ADVISORY COMMITTEES AND WORKING PARTIES 2021/2022

The Chair introduced this report which was to enable the Committee to review the continuing need for various advisory committees and to appoint Members and named deputies to serve on those that are to be retained in 2021/2022. The Chair reported to Members that she had been advised by officers that the report was to be referred to the Environment, Climate Emergency and Transport Committee for consideration since it more naturally fell within that Committee's terms of reference which included responsibility for parks, open spaces, countryside management and the Council's duties as coastal protection authority.

Members were concerned at the loss of influence in the Birkenhead Park Advisory Committee because of the importance of the Park to tourism, culture and heritage, and that the Environment Committee would not meet until September 2021.

The Chair proposed that this Committee retain responsibility for appointments to Birkenhead Park Advisory Committee. This was seconded by Councillor Gillian Wood.

Resolved – That

- (1) Tourism, Communities, Culture and Leisure Committee retain responsibility for the appointment of the Birkenhead Park Advisory Committee and the Monitoring Officer be authorised as proper officer to carry out the wishes of the Group Leaders in allocating Members to the Birkenhead Park Advisory Committee and to appoint those Members with effect from the date at which the proper officer is advised of the names of such Members.**

(2) a report on the continuance and composition of the Hilbre Island Nature Reserve Management Committee be referred to the Environment, Climate Emergency and Transport Committee for consideration since it more naturally falls within that Committee's terms of reference which include responsibility for the Council's duties as coastal protection authority. Pending consideration of this matter by that Committee the membership of the Management Committee shall remain as presently constituted in respect of those persons who are Members of the Council; any vacancies to be appointed by the Monitoring Officer who shall carry out the wishes of the Group Leader of the former Member.

12 HERITAGE CHAMPION

At Annual Council on 28th September 2020 elected Members endorsed the new Constitution which had included the appointment of Member Champions in order that the Council could benefit from the experience, knowledge and interests of Members, in particular thematic areas including Heritage.

Councillor Christine Spriggs nominated Councillor Jerry Williams. This was seconded by Councillor Helen Cameron.

Resolved –

That Councillor Jerry Williams be appointed as Heritage Champion for 2021/2022.

13 WORK PROGRAMME UPDATE

The Tourism, Communities, Culture and Leisure Committee was responsible for proposing and delivering an annual committee work programme. This work programme was to align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee.

Members made suggestions for additional to the Work Programme.

Resolved -

That the work programme for the Tourism, Communities, Culture and Leisure Committee for the remainder of the 2021/22 municipal year be agreed subject to the addition of:

- 1. the Culture Plan for 2021 be shared to include the anniversary of Birkenhead Park and the Queen's Platinum Jubilee.**
- 2. The Williamson Art Gallery and Museum to revisit efficiency savings and events.**



TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

27 July 2021

REPORT TITLE:	COMMUNITY SAFETY STRATEGY 2021-2026
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

It is a statutory responsibility under the Crime and Disorder Reduction Act 1998 for Councils to lead on the production of a coherent Crime and Disorder Reduction Strategy (Community Safety Strategy).

This report introduces the Community Safety Strategy 2021-2026 (Appendix 1 attached) which has been co-produced following significant consultation with a wide range of stakeholders.

Community Safety is one of five key themes of the wider Wirral Plan 2021-2026 and the Wirral Community Safety Strategy and the work of the Safer Wirral Partnership Board has one key objective - to make Wirral a safe place to live, work and visit.

RECOMMENDATIONS

- 1) The Tourism, Communities, Culture and Leisure Committee is recommended to comment on the Crime and Disorder Reduction Strategy (Community Safety Strategy) and endorse its submission to the Council Meeting for final approval.
- 2) That the Assistant Director Neighbourhoods, Safety and Transport be requested to provide regular updates (at least annually) to the committee on the progress made in respect to the delivery of the Crime and Disorder Reduction Strategy (Community Safety Strategy)

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 It is a statutory requirement for the Council to produce a Community Safety Strategy. Our Community Safety Strategy 2021-2026 is a critical over-arching document in Wirral's drive to improve the safety and perceptions of safety for our residents, businesses and visitors.
- 1.2 The strategy not only sets out the governance structure for the Safer Wirral Partnership Board but also clearly articulates the ten key priority themes which were articulated through the stakeholder engagement process.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 There were no other options considered as it is a statutory requirement to produce a Community Safety Strategy.

3.0 BACKGROUND INFORMATION

- 3.1 The strategy has been co-produced in concert with elected members, victims of crime and other key statutory and voluntary sector agencies.
- 3.2 Five on-line workshops were held to outline the scope of the document, take views on priorities, both local and Wirral-wide and to shape the new direction of travel for this significant piece of work.
- 3.3 The ten priority themes are ASB, Violent Crime, Domestic Abuse, Drugs and Alcohol, Hate Crime, Modern Slavery, Prevent, Road Safety, Emergency Planning and Coastal and Inland Water Safety.
- 3.4 Each of the themes outlined above in 3.3 will be under-pinned by a detailed Action Plan which will focus on operational delivery, driven by partnership working and clear realistic outcomes.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Community Safety strategy will be delivered within existing budgets and will maximise grant and other income opportunities where they arise.

5.0 LEGAL IMPLICATIONS

- 5.1 It is a statutory responsibility under the Crime and Disorder Act 1998 for Councils to lead on the production of a coherent Community Safety Strategy.
- 5.2 The delivery of this strategy and its accompanying thematic action plans will be overseen by the Safer Wirral Partnership Board.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are no specific resource implications arising as a direct result of the strategy.

7.0 RELEVANT RISKS

7.1 All of the ten thematic priorities will be accompanied by their own programme specific risk register.

7.2 There is a risk of partner organisations being unable to fulfil the high standards set out in the strategy. This is mitigated by the robust governance and meetings structure which is hallmark of all community safety work both in Wirral and across the region.

7.3 Furthermore, it is anticipated that the strengthened partnership relationships developed during the course of the Covid pandemic will continue and provide a fruitful base, from which to deliver an outstanding community safety programme of interventions.

8.0 ENGAGEMENT/CONSULTATION

8.1 The strategy has been written and co-produced, working alongside Elected Members and all key partners via an extensive workshop programme. It has also taken on-board, comments from wider community consultations carried out via specific projects such as, Safer Streets and Cradle to Career.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies and the way it carries out its work, does not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The Safer Wirral Partnership Board will be cognisant of the need for all delivery to take account of the Council's declaration of a Climate emergency.

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APPENDICES

Appendix 1 Community Safety Strategy 2021-2026

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

WIRRAL COMMUNITY SAFETY STRATEGY

2021-2026

Anti-Social Behaviour

Violent Crime

Domestic Abuse

Drugs and Alcohol

Hate Crime

Modern Slavery

Prevent

Road Safety

Emergency Planning

Coastal and Inland Water Safety

CONTENTS

INTRODUCTION	3
DEVELOPING A SAFER WIRRAL	4
PRINCIPLES OF STRATEGY	5
CROSS-CUTTING ISSUES	6
SAFER WIRRAL PARTNERSHIP BOARD PRIORITIES	7
PRIORITY THEMES	8
ANTI-SOCIAL BEHAVIOUR	9
VIOLENT CRIME	10
DOMESTIC ABUSE	11
DRUGS AND ALCOHOL	12
HATE CRIME	13
MODERN SLAVERY	14
PREVENT	15
ROAD SAFETY	16
EMERGENCY PLANNING	17
COASTAL AND INLAND WATER SAFETY	18

INTRODUCTION

As required by the Crime and Disorder Act 1998, Wirral Council and Merseyside Police have worked together with key partners and organisations to develop and implement local crime reduction strategies. In developing such strategies, partners must identify key local crime and disorder priorities through consultation and by analysing crime levels and patterns in the area. Wirral Council came together with Merseyside Police, Mersey Fire and Rescue Service (MFRS), Public Health, voluntary/community sector organisations and housing providers, to form The Safer Wirral Partnership Board (SWPB).

Community Safety is one of five key themes of the wider Wirral Plan 2021-2026 and the Wirral Community Safety Strategy and the work of the SWPB has one key objective - to make Wirral a safe place to live, work and visit.

The previous chair of the Tourism, Communities, Culture and Leisure Committee was keen to ensure that we co-produced this strategy, holding five separate on-line workshop sessions with key stakeholders, crime prevention organisations and elected members. The workshops led to the development of ten Priority Themes, with an action plan for each. The strategy will be taken to the Tourism, Communities, Culture and Leisure Committee and then, to Full Council for approval.

This strategy sets out the priorities for the next five years and I am honoured to have been a part of the strategy development, confident that it will have a lasting, positive impact on communities across Wirral.

Cllr Helen Cameron
**Chair of Tourism, Communities,
Culture and Leisure Committee**

DEVELOPING A SAFER WIRRAL

Wirral is undergoing significant change, with large-scale regeneration programmes planned across the borough. Aligned to this, Wirral Council and partners have been developing infrastructure projects to ensure Wirral continues to be safe.

Funding from the Home Office, the Police and Crime Commissioner and the Violence Reduction Partnership are helping to keep Wirral safe. Projects include upgrades to CCTV cameras and software, a new improved Emergency Control Room, Safer Streets in North Birkenhead which has installed new alleygates, new street lighting, CCTV and home security.

In line with the government target to reduce neighbourhood crime by 20% we will continue to work with colleagues from the National Probation Service and Merseyside Police to support their Integrated Offender Management refresh strategy.

Across Wirral, a range of projects working with early years, young people and adults have been developed to help them better understand behaviours and consequences, to prepare them better for the challenges that life will inevitably bring.

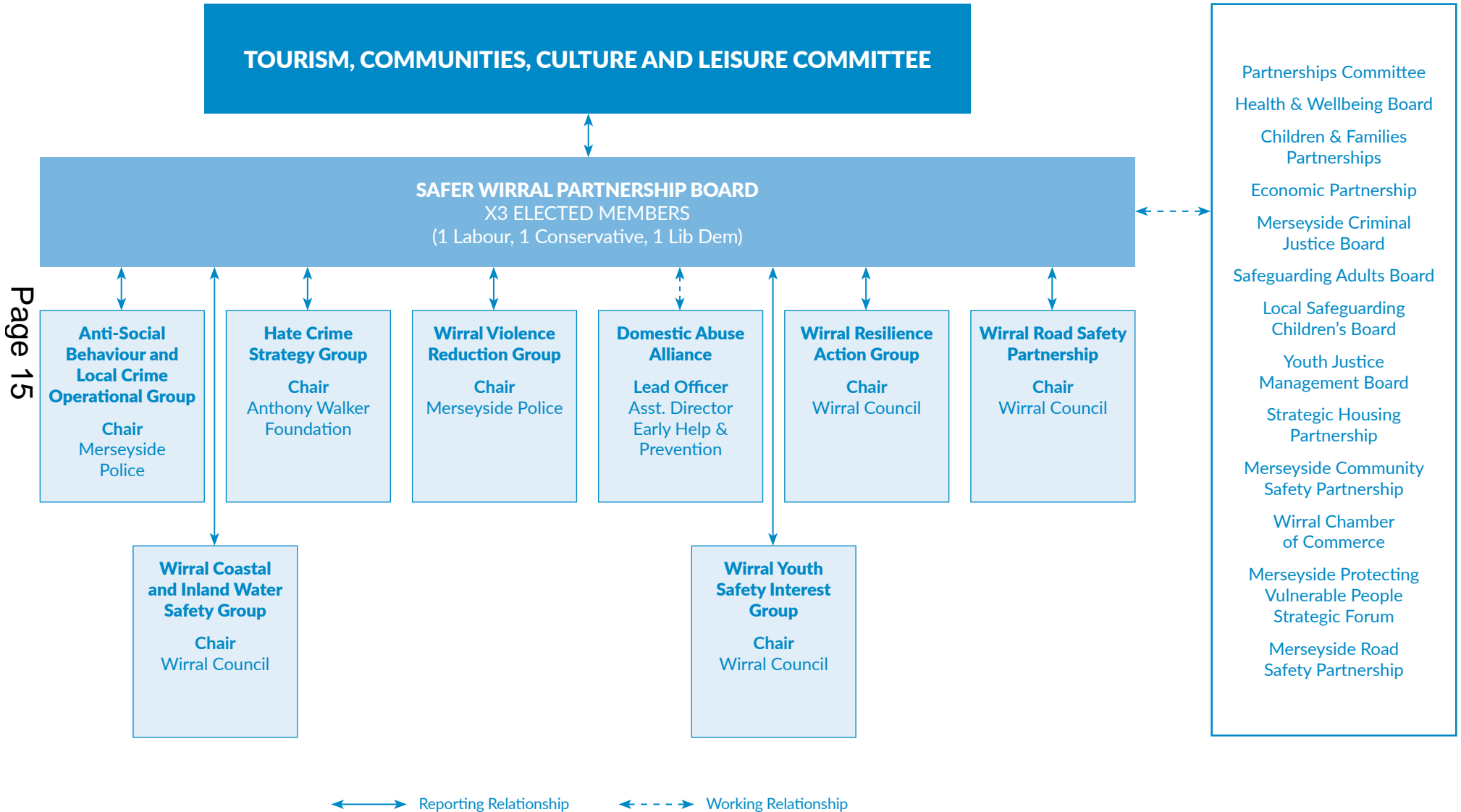
Recognising the role community safety plays in safeguarding and making Wirral safer for children and young people, this strategy has been developed with the support of safeguarding partners. Delivery around this strategy will seek to coordinate with relevant wider strategic forums. Coordination with the Youth Justice Management Board and the Wirral Safeguarding Children Partnership's work will be central to this.

To help monitor and evaluate progress Wirral has developed a monitoring tool, the Safer Wirral Tracker, which monitors and reports on all crime patterns and trends across Wirral. The tracker enables SWPB partners to respond to adverse patterns and deploys resources and actions to alleviate any pressures.

In 2021, overall crime has reduced compared to 2020, correlating with a year of living with the impact of COVID. However, ASB, Hate Crime and Domestic Abuse have seen increases, again perhaps as a result of intolerance due to COVID restrictions.

This year, in a positive move, the strategy has expanded to include Road Safety and Coastal and Inland Water Safety to bring together all the key elements to help keep Wirral safe.

SWPB GOVERNANCE STRUCTURE



PRINCIPLES OF STRATEGY

The following principles will guide our strategic approach throughout this 5 year strategy.

1. A public health approach

Focus on early intervention and prevention, and the wider determinants of crime and community safety, including social inequalities, employment, skills, health, housing and environment.

2. Resident engagement

Work with the local community to understand local priorities and develop an approach that is responsive and effective in increasing feelings of safety.

3. Collaboration

Share data and intelligence and work across agencies to facilitate an efficient and effective approach and better targeted interventions.

4. Supporting victims

Ensure a focus on victims and strengthen local systems to support victims, reduce repeat victimisation, and recognise that perpetrators of violence can often be victims too.

CROSS-CUTTING ISSUES

Wirral is committed to a joined-up approach that addresses the underlying issues that affect levels of crime and reoffending, and will reflect these cross-cutting issues in all our work. This includes:

Substance Misuse

We know that a significant proportion of crime is linked to substance misuse, from acquisitive crime to serious violent offending and gang crime linked to drug markets. This will be an important cross-cutting theme within all our priorities, and partners will seek to reduce substance misuse through health interventions and treatment; supporting repeat offenders out of substance misuse and addiction through targeted interventions; and disrupting drug markets through enforcement activity.

Mental Health

A significant proportion of those in contact with the criminal justice system suffer from mental health problems, with people particularly at risk during and after contact with criminal justice system. Evidence suggests that 33 per cent of male and 51 per cent of female prisoners suffer from depression, compared to 9 per cent and 13 per cent in the general population. By identifying and addressing mental ill health at the earliest opportunity we can aim for the best outcomes for those people experiencing mental health issues and provide holistic support for people with complex and challenging needs.

Housing and Homelessness

Wirral has a persistent small cohort of homelessness and rough sleeping has been increasing year on year prior to Covid pandemic. This has a significant impact on the health of those individuals involved, while homelessness can also be linked to vulnerability and victimisation, as well as anti-social behaviour and substance misuse. The council is developing strategies to step-up the delivery of genuinely affordable homes, and to tackle homelessness with compassion and care. The Safer Wirral Partnership Board will also consider homelessness as a cross-cutting issue as part of a holistic approach to improving community safety.

Social integration

A thriving, cohesive and well-integrated community can help to reduce the risk of hate crime and the risk of extremism taking root. However, there is a role for the local authority and partners to continue to monitor and promote social-integration and provide an environment where people of all backgrounds come together regularly as one community. The Safer Wirral Partnership Board will consider social integration and community engagement cutting across the priorities in this plan.

SAFER WIRRAL PARTNERSHIP BOARD PRIORITIES

The ten priorities set out below have been developed as a result of feedback from the numerous SWPB's stakeholder workshops and the priorities set by the Merseyside Police and Crime Commissioner.

1. Anti-Social Behaviour
2. Violent Crime
3. Domestic Abuse
4. Drugs and Alcohol
5. Hate Crime
6. Modern Slavery
7. Prevent
8. Road Safety
9. Emergency Planning
10. Coastal and Inland Water Safety

PRIORITY THEMES

ANTI-SOCIAL BEHAVIOUR

The ASB theme was the number one issue on the feedback from the consultation workshops and on our residents' surveys in 2015 and 2017, as it is often a blight on the majority of law-abiding residents. We will tackle crime and anti-social behaviour, using the appropriate powers and legislation.

ASB is categorised as Personal (broken windows, cars vandalised, threats, harassment etc), Nuisance (group gatherings, loud/rowdy behaviour, alcohol/drug misuse etc) and Environmental (littering, graffiti, urinating in public etc).

Priorities in Wirral sit under four broad headings:

1. To strengthen and reassure

- Identify and support vulnerable victims and witnesses.
- Work with residents, local communities, elected members, businesses and partner agencies.
- Provide guidance and advice to assist residents to resolve low level neighbour disputes.

2. To prevent and deter

- Promote and publicise successful ASB case outcomes.
- Use of CCTV in hot spot areas.
- Use of community action days/events.
- Attendance at public meetings.
- Promote diversionary activities for young people.
- Use overt patrol deployment to ASB hot spot areas.

3. To conduct timely and appropriate enforcement

- Manage ASB cases, interventions, mediation and enforcement activities.
- Utilise legal and statutory powers to tackle anti-social behaviour including Public Safety Protection Orders (PSPOs e.g. New Brighton and West Kirby).

4. Support to tackle the cause of anti-social behaviour

- Offer support to people to change their behaviour. We are committed to providing a balance between enforcement action and support.



DID YOU KNOW?

Between 2016/17 and 2019/20 ASB incidents in Wirral have fallen by 47%.

VIOLENT CRIME

Violent crime includes knife and gun crime, use of corrosive substances, violence and gang activity, and other violent offences such as Robbery and non-domestic violence with injury

Merseyside Police are working collaboratively with the Safer Wirral Partnership Board to deliver a number of different initiatives across the borough aimed at preventing violent crime, pursuing offenders and protecting victims in order to make the Wirral a safe place.

Wirral has completed the second year of Home Office-funded violent crime intervention programmes commissioned through the Merseyside Violence Reduction Partnership. The programme aims to follow the successful 'Glasgow Model' a health-based approach which is recognised as best practice across Europe and is proving successful across Merseyside and Wirral.

There is new legislation for Serious Violence putting more emphasis and responsibility on partner organisations to collaborate to prevent and reduce serious violence.

Priorities in Wirral for Violent Crime include:

Operation Target

- Targeting suspects and locations
- Acting on and developing intelligence
- Reducing and preventing serious violent crime
- Gaining confidence through reassurance
- Engaging partners and communities
- Teaching, learning and sharing.

Disruption and targeted action against serious violence offenders and networks.

Build resilience and defence for vulnerable people, communities and businesses, including improved street lighting, CCTV and improved home security.



DID YOU KNOW?

There were 73 fewer violent offences recorded in Wirral in 20/21 compared to 19/20 and a reduction in knife crime by 24 offences.

DOMESTIC ABUSE

In Wirral over the last year there has been an increase in Domestic Abuse, a reflection of the nation-wide pattern and often pinned on a year of the added stresses and strains of living with COVID.

We want Wirral to be a place where, as few people as possible are affected by domestic abuse, but those who are, can get help to end the abuse and go on to live the lives they want and deserve.

Wirral's ambitious strategy, 'Domestic Abuse - No Excuse', shifts the focus towards those directly and indirectly affected, victims, survivors, perpetrators, their children, friends and families and intends to lead to improved experiences and better outcomes for Wirral residents.

Projects underway include intensive work with young victims and perpetrators, early years work in schools, TRAUMA and ACES training, drugs and alcohol interventions and work to address Violence Against Women and Girls (VAWG). These projects are partnerships between the Council, Public Health, schools and the voluntary and community sector.

Priorities in Wirral for Domestic Abuse include:

Be there when we are needed.

Increase safety for those at risk, without adding to their trauma.

Reduce opportunities for perpetrators to abuse.

Support people to live the lives they want after harm occurs.

Build a better, kinder future for the next generation.

DID YOU KNOW?

In Wirral in 2019/20 over 8000 individuals are known to have been affected by Domestic Abuse.



DRUGS AND ALCOHOL

Wirral data on drug and alcohol-related crime is, to some extent, reflective of the national trend which shows an increase in drug and alcohol related deaths and crimes. Drugs and alcohol have well-recognised causal link to ASB and crime and in Wirral we are increasingly aware of the impact drugs and alcohol has on the exploitation of our younger generation through County Lines and other activities.

Priorities in Wirral for Drugs and Alcohol include:

Reduce drug related deaths - strengthening the links between specialist drug services and Primary and Secondary health care.

Reduce Drug and Alcohol related crime - supporting those that need help and build the connections between specialist drug and alcohol treatment services and the criminal justice system, custody suites, the courts, prison and Merseyside Police.

Reduce the prevalence of misuse - focus on education, adopting an early intervention approach and provide consistent quality information and messaging through the most appropriate channels.

Protect children, young people and families.

Create safe environments.



DID YOU KNOW?

12% of all crime in Wirral is alcohol related.

26% of all violent crime with injury, in Wirral is alcohol related.

HATE CRIME

Hate crime has increased across Wirral and on Merseyside. This is reflected across England and again as with other offences, COVID related stresses are highlighted as a likely contributory factor in the increase.

Hate crime takes many forms including race, disability, gender, sexuality, religious beliefs and can be verbal, physical and increasingly perpetrated via social media.

In Wirral, key agencies are part of a Multi-Agency Risk Assessment Conference (MARAC) and meet to consider hate crime incidents.

Agencies include Anthony Walker Foundation, Daisy UK, Citizens Advice, Police and Crime Commissioner, Police, ASB Team, Housing, Irish Community Care, Wirral Change, Deen Centre, MEAS (Merseyside Educational Achievement Service), Tomorrow's Women Wirral.

Priorities in Wirral for Hate Crime include:

Tackling race and religious hate crime. This accounts for 80% of hate crime in Wirral.

Continue to act on every instance of hate crime.

Develop and support campaigns and events to educate and inform to reduce hate crime incidents. On-going campaigns include Black Lives Matter, Holocaust Remembrance Day, Hate Crime Awareness Week, Wirral Remembers Srebrenica, Show Racism the Red Card, LGBT History Month, Pride, Schools/Borough of Sanctuary.

Work with schools and young people to provide quality interventions to educate and inform to prevent Hate Crime.



DID YOU KNOW?

In March 2021 Religious/Race Hate Crime increased by 30% in Wirral, compared to March 2020.

MODERN SLAVERY

Modern Slavery includes forced sexual exploitation, domestic slavery or forced labour on farms in construction, shops, nail bars, car washes or manufacturing. A growing form of slavery is trafficking young people into crime, often via County Lines drugs operations and/or production (e.g. cannabis farms).

Wirral developed a comprehensive Modern Slavery Strategy in 2019 and embarked on training a host of safeguarding and regulatory agencies across the Safer Wirral Partnership.

In addition, Wirral Council Procurement guidelines overtly refer to Modern Slavery policy and guidelines to ensure the drive to ensure value for money does not compromise the employment standards or ethics of its suppliers.

Priorities in Wirral for Modern Slavery include:

Protecting Vulnerable people - includes Operation Sanctuary, a Police-led multi-agency team working with partners such as Immigration, Red Cross, Salvation Army to prevent and recognise modern slavery

Child Exploitation Team - a multi-agency team tackling County Lines as a high priority issue as well as safeguarding, violence, and drug and alcohol themes.

Homelessness - the oppression and exploitation of our most vulnerable residents is a critical part of the modern slavery issue. An awareness raising campaign - Invisible People, which will include a conference, a workshop and a strategy and action plan will help tackle the exploitation of this vulnerable group

Coordinating Partners - Embedding awareness and best practice among key agencies and giving those agencies with the tools and powers - Regulatory bodies - Environmental Health, Licensing, Trading Standards, Councillors and even building control and development control, the knowledge of the issues that help them to recognise the signs and address the issues of modern slavery.

Procurement Rules - Embedding awareness of Modern Slavery within procurement regulations and practise to ensure the efforts made to reduce costs, do not compromise the rights of our service providers/users and that they sign up to minimum standards.



DID YOU KNOW?

In 2020/21 there were 24 recorded Modern Slavery crimes in Wirral.

PREVENT

PREVENT is about safeguarding and supporting those most vulnerable to being radicalised into extremism/terrorism.

Wirral has a strong partnership approach to the PREVENT agenda as part of the overall Home Office CONTEST strategy which follows the 4 P's, Pursue, Prevent, Protect, Prepare.

Priorities in Wirral for PREVENT include:

Tools to Resist Radicalisation - a schools' programme in primary schools across Wirral to educate children to prevent grooming by sexual predators. The programme ensures children are able to practise and demonstrate critical thinking and build a 'digital resilience' to the online world which they increasingly inhabit.

Grassing and Grooming Programme - this work feeds into County Lines work led by Merseyside Police and is supported by local head teachers. Already delivered 6 events for 27 schools across Wirral and is being delivered by Ariel Trust in 2021.

Channel Process - this ensures all the correct agencies are around the table and follow best practice - funded by Home Office for nine Local Authorities across Merseyside and Cheshire and includes:

- Counter Terrorism Local Profile
- Counter Terrorism Police give an annual update on the extremism terrorism status of Wirral and how it compares to the national picture.

Continue to endorse the Home Office best practice hallmarks guidance, including: local risk assessment, operating an effective multi agency group, Prevent partnership plan, monthly referral process, monthly Channel panel, problem solving process, training programme, policies for venue hire and IT policies, voluntary and faith sector engagement.

Develop a clear Communications Plan to communicate the need and impact of Prevent, to frontline staff and communities.



DID YOU KNOW?

We work in schools across Wirral to prevent grooming into any form of extremism.

ROAD SAFETY

Improving road safety continues to be an essential priority in Wirral. Despite overall ongoing improvements and casualty reduction on our road network there is still much more to be achieved.

Travel on our road network is essential for our everyday lives. An effective and safe transport system is essential to support our communities, for people to access employment and education services, leisure activities and to assist driving economic growth and we need to continue to support the ongoing increase in active travel as part of our Climate Emergency.

We will continue to use and develop a range of sources of information to expand on our Statutory Duty to improve road safety. However, it is important to recognise that the responsibility for road safety is not simply one just for the Council's Road Safety Team, but cuts across a range of Council departments, partner agencies, businesses, educational settings and indeed, our community, as a whole. It is a shared responsibility, and everyone will need to play their part.

We aspire to an overarching goal that nobody should be hurt whilst using our road network. Using our ongoing analysis of road casualty types, listening to community concerns and working with partners we have identified a number of issues and road user groups as our strategic priorities.

Priorities in Wirral for Road Safety include:

Develop & encourage key stakeholder partnership working to improve road safety, including communities and community concern groups.

Continue to develop programmes of intervention, education, training & publicity for key casualty groups such as Children & Young People; Pedestrians; Cyclists; Motorcyclists; Young Drivers and Senior Road Users.

Take steps to introduce more widespread 20mph speed limits on non-major residential roads, roads near educational and shopping areas.

Support policies and programmes to increase 'active travel'.



DID YOU KNOW?

Between the year 2000 and 2019 the number of recorded road traffic collisions reduced from 1,379 to 417.

EMERGENCY PLANNING

Wirral has a number of key challenges around Emergency Planning which include the impact and response to COVID, but also around coastal flooding and, being a popular visitor destination, around event and crowd management. There are also control and regulatory planning/exercises with key local industrial and chemical plants.

It is important that on Wirral we have resilient communities who understand the risks they face and are prepared to respond as and when the need arises. Examples include signing up to Flood Watch, engaging in public information updates, having emergency supplies to hand for power/food supply disruptions.

The Civil Contingencies Act 2004 requires Local Authorities to prepare, plan and exercise for emergency response and recovery; similar to 'Blue Light' emergency services.

The below functions are carried out within the Local Resilience Forum, locally known as the Merseyside Resilience Forum (MRF), where responders work in a collaborative basis to plan, train, exercise and debrief our response and recovery arrangements.

Priorities in Wirral for Emergency Planning include:

Assess local risks and use this to inform emergency planning.

Put in place emergency plans.

Put in place Business Continuity Management arrangements.

Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.

Share information with other local responders (Police, Fire and Rescue Service, Ambulance Service, RNLI, Environment Agency and voluntary sector agencies) to enhance co-ordination.

Co-operate with other local responders to enhance co-ordination and efficiency.

Provide advice and assistance to businesses and voluntary organisations about business continuity management. (Local Authorities only).



DID YOU KNOW?

Merseyside has 10 upper tier COMAH Sites (Control Of Major Accidents Hazards). 40% are located on Wirral.

COASTAL AND INLAND WATER SAFETY

Wirral Council is responsible for the borough's coastline, which is made up of a range of different sites including beaches, coastal paths, recreational and commercial marine operations and activities.

We work in partnership with Coastal Management and Environmental Health departments, the Royal National Lifeboat Institution (RNLI) and Marine Coastguard Agency. Together they coordinate a joint response through a collaboration of resources, shared practise, guidance and expertise to ensure effective water safety management is achieved along Wirral's coastline. There is also the vital working partnership between Wirral Council and RNLI who are contracted to provide lifeguard services at key locations.

The overall strategy for Wirral will focus on what will save the most lives.

Priorities in Wirral for Coastal and Inland Water Safety include:

Public Rescue Equipment - ensure the quality and availability of appropriate resources.

Edge Protection - maintain and protect our shores and coastline.

Coastal Path Maintenance - maintain safe access along Wirral's coastal pathways.

Signage - ensure adequate signage alerting users to follow guidance and/or hazards

Education - develop a communications plan to enable the safe use of our waterways beaches and coastline.



DID YOU KNOW?

Wirral has four beaches designated by the Environment Agency as good/excellent for the quality of the bathing water at West Kirby, Meols, Moreton and Wallasey.

To discuss or ask questions, please contact:
Mark Camborne, Assistant Director Neighbourhoods, Safety & Transport
markcamborne@wirral.gov.uk

www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments





Tourism, Communities, Culture and Leisure Committee

27 July 2021

REPORT TITLE:	The Development of a Sport and Physical Activity Strategy for Wirral – Update Report
REPORT OF:	Director of Neighbourhood Services

REPORT SUMMARY

This report provides committee with an update on the development of the future Sport and Physical Activity Strategy for Wirral Leisure Services (formerly Leisure Strategy).

In November 2020 the Council’s Tourism, Communities, Culture and Leisure Committee approved the new outline Sport and Physical Activity Strategy, which gave approval for officers to commence engagement with residents, communities, and other stakeholders to design and deliver a fit-for-purpose and sustainable service and include the strategy within the Committee’s ongoing work programme.

The key focus of the strategy is to set out the priorities for sport and leisure facilities, services and activities and seeks to redress the balance between being a provider of facilities and tackling inequality through preventative, outreach, and early intervention work. It is not a statutory requirement to have a Sport and Physical Activity Strategy, but it is seen as good practice to outline the council’s plans for leisure services for the period 2020-2025 based on the evidence base and emerging Covid-19 landscape.

This paper is an update of the Sport and Physical Activity Strategy that affects all Wards within the Borough.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee is requested to;

1. Note the progress made in the development of the outline Sport and Physical Activity Strategy.
2. Support the further development of the Strategy to be presented to committee in Autumn.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 One of the challenges Wirral faces is reducing the stark health inequalities that exist between different parts of the borough and improving the life chances for all. Sport and physical activity can contribute significantly towards combatting this, due to its well documented and scientifically proven potential in improving a person's physical and mental wellbeing, individual development, and social and community development.
- 1.2 The Sport and Physical Activity Strategy will guide and influence both internal teams and external partners, Planning Teams, Public Health, Constituency Team, Children's and Adult Services, national governing bodies, local sports clubs, and community groups. The final strategy will be a consideration in planning decisions, the development of planning policy and the community funding panel decisions. The strategy will also be a key document that articulates the needs of Wirral residents as part of the Wirral Plan 2025. The final strategy will be integrated into the wider Childrens, Adult Social Care and Health agendas.
- 1.3 It is not a statutory requirement to have a Sport and Physical Activity strategy, but it is seen as good practice in setting out the council's priorities and plans for meeting sport and leisure needs. The Council's previous Leisure Strategy aligned with the Wirral Plan 2020 and placed a significant emphasis on outdoor spaces and tourism. In seeking to support the new Wirral 2025 Plan, this strategy, whilst continuing to support the benefits of outdoor space, will place a greater emphasis on inequality and the need to tackle the significant degree of health inequality across our Borough – magnified by the impacts of the Covid-19 pandemic. It is not therefore a standalone strategy, but one that will be engineered towards population health.
- 1.4 The most recent Active Lives Survey conducted by Sport England indicated that 24% of Wirral's population is 'inactive'. Inactive is defined as 30 minutes of activity or less per week and also includes those that do not do any activity.
- 1.5 The Sport England, Active Lives Survey measuring activity levels of adults (16+) for the period of mid-Nov 2019 to mid-Nov 20 reported that the number of 'active' people in Wirral is 62.4% (take part in 150 minutes plus per week), 'fairly active' (30-149 minutes) is 13.6% and 'inactive' people has increased to 24% of the population. The report contained the first 8 months of the coronavirus restrictions (mid-March to mid-Nov 20) and is the national measure for sport and physical activity levels.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Not to develop a new strategy. To not develop or approve a draft Sport and Physical Activity Strategy document for consultation, would mean the council does not have an up to date, or future Sport and Physical Activity Strategy. Although it is not a statutory requirement, the absence of one would mean the council is not complying with good practice, which would limit the Council's influence over internal teams and key partners activities. We would not have a clearly laid out strategic position around increasing

physical activity.

- 2.2 Many external funders such as Sport England and national governing bodies of sport require a clear strategic position and evidence base that can clearly articulate how the borough is working towards increasing physical activity levels and can be a prerequisite before funding applications will be considered.
- 2.3 As physical activity delivers health, social, environmental, and economic benefits. It is important that Wirral approaches the challenges in a collaborative, coordinated manner.

3.0 BACKGROUND INFORMATION

- 3.1 In 2015 there was a major shift in central government's position regarding sport, from a focus on the number of participants, to the social good that sport and physical activity can deliver. The strategy 'Sporting Future, a new Strategy for an Active Nation' (2015), redefines what success looks like in sport, by concentrating on five key outcomes: physical wellbeing, mental wellbeing, individual development, social and community development, and economic development. This new approach informed the Merseyside Sport Partnership Strategic Framework (2017-2022), which sets out targets for reducing inactivity for children and adults within the borough. These key documents have been considered and will be reflected in the draft Strategy.
- 3.2 In January 2021 Sport England unveiled their new 10-year strategy, 'Uniting the Movement'. The strategy, which runs until 2031, aims to transform lives and communities through sport and physical activity. Improving inclusivity and tackling deep-rooted inequalities is at the core of the strategy, recognising that there are too many people who have been left behind, and currently feel excluded from being active, which has been heightened by Covid-19.
- 3.3 Wirral Council's emerging strategy is fully aligned to the direction of travel of that of the new Sport England Strategy. Wirral Council have worked closely with colleagues at Sport England to shape our local thinking and approach.
- 3.4 As the Council continues to adapt and rebuild from the pandemic, the strategy recognises the important role sport and physical activity plays in improving the physical and mental health of the nation, supporting the economy, reconnecting communities, and rebuilding a stronger society for all.
- 3.5 The strategy highlights five 'big issues' that we need to address collectively to make a lasting difference:
 - 1) Recover and reinvent
 - 2) Connecting communities
 - 3) Positive experiences for children and young people
 - 4) Connecting with health and wellbeing

5) Active environments

- 3.6 The health and wellbeing of Wirral will be a key factor in its ongoing success. Our ambition is to ensure that all Wirral residents have the opportunity, environment and support they need to lead active, healthy, and happier lives, and to make physical activity an everyday natural choice. We want to create a fairer future for all of our residents, where the supporting of healthy life choices will help our population to live their lives to the full for as long as possible.

Sport and Physical Activity Strategy for Wirral 2020 – 2025: Progress:

- 3.7 A key strategic stakeholder, who is pivotal to the future of sport and activity on Wirral, is Sport England as the national governing body for sport. Following committee approval, the Director of Neighbourhoods agreed that Sport England could commission Knight, Kavanagh & Page (KKP) to undertake a diagnostic assessment of the Sport England Strategic Outcomes Planning Guidance for Wirral Council.
- 3.8 Sport England produced its Strategic Outcomes Planning Guidance to assist local authorities to take a strategic approach to maximise the contribution that sport and physical activity makes within a given local area, and to ensure that any local investment made is as effective as possible and is sustainable in the long term.
- 3.9 In summary the report identified the following findings:
- 3.10 (1) The Council is in the process of developing/refining a coherent set of outcomes in relation to sport & physical activity's contribution to health and well-being and the reduction of health inequalities underpinned by good levels of cross directorate buy-in. This emerging position appears to be gathering momentum.
- 3.11 (2) The Council's insight (in certain areas of the Council) is well developed, particularly in respect of its built and outdoor facilities evidence base. The development of the Sport and Physical Activity Strategy (2020) has added further momentum to this process. Its community-level research into the needs and wants of residents, and specifically what interventions may influence a change in behaviour will require further attention (as identified in the Sport and Physical Activity Strategy), both in respect of its facility offer and wider outreach plans.
- 3.12 (3) Confirmation that the Council is moving away from its former silo-based approach to a much more collaborative cross-departmental approach to delivering services.
- 3.13 (4) There was recognition that Senior Officers and Council Elected Members are determined to reduce health inequalities and this ambition is widely supported. It was however identified as imperative the Council continues to communicate well and achieves community buy-in prior to the development of a detailed delivery plan.
- 3.14 (5) The Council needs to act decisively to put in place a long-term transformational plan for the Borough accompanied by a clear approach in respect of resourcing the associated work and facilitating its progress through its own decision-making process. The SOPG and Built Facilities Strategy evidence base validates an investment strategy for indoor facilities to address the fundamental strategic challenge of an ageing, inefficient indoor sport and physical activity stock.

3.15 A summary of the next steps for the authority are:

- **Stage 1 – Outcomes** - Ongoing work and support are required to develop insight with regard to community needs and wants in respect of addressing inactivity.
- **Stage 2 – Insight** - There is potential, using the current evidence base augmented by community consultation and through greater joint planning across the Council's Planning, Regeneration, Children's Services, Adult Services, Public Health and Financial teams to develop a more all-embracing 'place based' approach to influencing behaviour change.
- **Stage 3 – Interventions** – A single commission which comprises a Facilities Master Plan for the Borough which, in turn, informs a Leisure Investment Strategy, the rationale for this being that there is a need for the Council to build momentum with respect to its facility needs and to provide senior managers and Members with an overview of what is needed, the high-level capital cost and the revenue impact of an improved facility offer. Further investigation of interventions in the active environment (parks, open space, urban environment) and incorporation of active design principles into future proposals should be considered.
- **Stage 4 – Commitment** - Clarification is required with regard to the level of financial contribution the Council can make to the project and the level of support required from capitalised revenues.

3.16 The Council should determine its likely requirement for external financial support. A set of anticipated Key Performance Indicators should be developed both in the context of their own value and in the event of them being required to underpin Sport England capital investment.

3.17 Discussions have taken place with senior officers from all sections of the Council, and presentations to key Council Departmental Management Teams have also taken place on the four strategic priorities for the new Sport and Physical Activity Strategy and the potential future approach. These include Adults, Health, Children's, Regeneration and Neighbourhoods. Feedback and priorities from each of the teams has been determined and new opportunities for collaborative work have been identified to be included in the year one work Sport and Physical Activity Work Plan.

3.18 The four strategic priorities are:

- **Priority 1: Active People** - To increase participation in sport and physical activity among Wirral residents, working to reduce barriers and recognise the benefits of an active lifestyle by providing relevant and accessible activities targeting residents and communities with the highest identified needs.

- **Priority 2: Active Partnerships** - To develop strong partnerships and community networks to support the delivery of a dynamic and cohesive offer that provides inclusive activities for people of all abilities.
- **Priority 3: Active Place** - To provide modern, accessible, affordable, energy-efficient facilities offering a quality experience that encourages our residents to be more active more often.
- **Priority 4: Active Open Spaces** - Influence place-shaping to ensure a network of high quality and accessible spaces that make it easier for people to be active.

- 3.19 Public consultation has begun to understand the motivations, needs and wants of our local residents in regard to being physically active. This is taking place on the Have Your Say platform. This survey is for all to complete with key front-line staff supporting our most vulnerable residents to contribute to the consultation. We are particularly targeting our 'inactive' residents through our network of support staff across the borough. The survey and associated ideas boards will be live from 8 June to 19 July 2021 and can be found here <https://haveyoursay.wirral.gov.uk/sport-and-physical-activity-people>
- 3.20 A youth survey has been developed to capture the motivations, needs, and wants of our children and young people. The survey can be found here <https://haveyoursay.wirral.gov.uk/sport-and-physical-activity-youngpeople>
- 3.21 Results of the public consultation will be presented to members for consideration at this meeting of the October or November committee.
- 3.22 A partner and stakeholder survey has been developed to seek ideas and suggestions for partnership arrangements and to develop a network of community leaders and influencers to collaborate with to increase engagement with the service.
- 3.23 The survey can be found here https://haveyoursay.wirral.gov.uk/sport-and-physical-activity-partnerships/survey_tools/sport-and-physical-activity-engagement-partnerships
- 3.24 A number of external stakeholders have been consulted through their networks, and presentations have been given to groups such as Wirral Health Inequalities Group, Wirral Youth Collective, Bridge Forum and the Humanitarian Cell.
- 3.25 Leisure Services has received grant funding (£3,452) from Sport England to be included in a national project called Moving Communities, a programme designed to track participation at public leisure facilities and to provides new evidence of the Council's Leisure facilities performance, sustainability, and social value. <https://movingcommunities.org/>
- 3.26 Data from the Moving Communities platform will be regularly presented to members as part of the Leisure Service dashboard.
- 3.27 The Council have commissioned Knight, Kavanagh & Page to develop a Leisure Facilities Masterplan and Investment Strategy. This is due to be completed in July

2021 and presented to members in September. Sport England provided grant funding towards this piece of work.

- 3.28 The Leisure Facilities Masterplan and Investment Strategy will be informed by the Indoor Built Facilities Plan and recent Strategic Outcomes Planning Guidance Report and will provide members with the following:
- (1) An accurate, detailed summary showing the current state of its leisure facilities.
 - (2) Proposals in respect of the component parts and shape of all future leisure facilities in the Borough (this will need to consider formal and informal activities).
 - (3) Fully validated recommendations and proposals which explicitly detail where future leisure facilities within the Authority should be located (considering and agreeing the preferred option for all existing/new sites), the rationale for them (individually and collectively), their scale, scope, relationship to the community(s) serviced, to each other and other sport, leisure, cultural and community facilities.
 - (4) Provide cost forecasting detailing the estimated revenue cost/surplus generating potential and capital cost (including lifecycle costs) of all future leisure facilities in the Borough. – in the form of cost summaries and projections - detailing what to invest in, where, why and in what order.
- 3.29 The Council commissioned Knight, Kavanagh & Page to undertake the development and consultation of the Council's Playing Pitch Strategy in conjunction with the specific requirements of Sport England. The process included an assessment of the quality of pitches used for sport throughout the borough as well as the supply and demand analysis. The resultant Playing Pitch Strategy is to be adopted by the Committee in the coming weeks.

Next Steps

- 3.30 Finalise consultation with residents, stakeholders, community groups, sports clubs, and potential investors.
- 3.31 A final Strategy document will be created and presented to members for final adoption following all consultation and engagement work in late Autumn.

4.0 FINANCIAL IMPLICATIONS

- 4.1 A Facilities Master Plan for the Borough which, in turn, informs a Leisure Investment Strategy will provide senior managers and Members with an overview of the high-level capital cost and the revenue impact of an improved facility offer.
- 4.2 Many of the asset-based facilities that make up the Council's Leisure estate are old, tired, underutilised and in need of significant levels of capital investment just to

maintain day to day operations. The last condition survey undertaken on Leisure assets suggested that approximately £15 million of works were required, and condition shortfalls were further illustrated during attempts to recommission buildings during the Covid-19 pandemic. The outcome of this strategic approach is fundamental in attracting inward investment from national sporting bodies, to either modernise, redesign, decommission or rebuild the Council's existing assets. Without support, it is unlikely that any new facilities would be developed, and the Council would need to continue to fund works on deteriorating assets indefinitely at a time of extreme revenue deficiencies.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report. However, Legal advice will be sought where relevant, in relation to any proposed partnership arrangements, arising from the action plan.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 One of the principles of the new strategy is to make best use of available resources and community assets, and it is assumed that staffing and other costs connected with the delivery of the strategy will be contained within existing departmental revenue budgets.
- 6.2 Many of the assets that make up the Council's leisure estate are old, tired, underutilised and in need of significant levels of capital investment, just to maintain day to day operations, and ensure Health & Safety compliance. The last condition survey undertaken on leisure assets suggested that approximately £15 million of works were required, and condition shortfalls were further illustrated during attempts to recommission buildings during the Covid-19 pandemic.

7.0 RELEVANT RISKS

- 7.1 As referred to above, the absence of any strategy would significantly jeopardise any discussions with communities, stakeholders, and strategic partners. The Council is unlikely to attract or have access to any nationally available funding streams in the event that it is unable to present a sound and strategic case, that demonstrates its strategic health and activity intentions in the short, medium, and long term.
- 7.2 With the ambition of supporting the residents of Wirral to live active and healthy lives, the reputational risk to the Council, would be substantial if we were not to move forward with the development of a strategy.
- 7.3 There are growing health inequalities across the borough, with Covid-19 only enhancing these, and there would be a substantial risk to the council if there was no intervention to support residents become more physically active. The health and social costs relating to physical inactivity would only increase.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 We will engage closely with local Ward councillors in the development and establishment of the locally preferred options.
- 8.2 Public consultation has begun to understand the motivations, needs and wants of our local residents in regard to being physically active. This is taking place on the Have Your Say platform. This survey is for all to complete with key front-line staff supporting our most vulnerable residents to contribute to the consultation. We are particularly targeting our 'inactive' residents through our network of support staff across the borough. The survey and associated ideas boards will be live from 8 June to the 19 July 2021 and can be found here <https://haveyoursay.wirral.gov.uk/sport-and-physical-activity-people>
- 8.3 Timeline
- | | |
|--------------------|--|
| 8 June -19 July | Public Consultation live on the Have Your Say site |
| 20 July – 9 August | Intel and Analysis |
| 9 – 30 August | Finalise Report |
| 12 October | Presented to Committee |

9.0 EQUALITY IMPLICATIONS

- 9.1 The Sport and Physical Activity Strategy is designed to increase participation and uptake from those groups that currently use the service least whilst having the highest needs. The strategy is aimed at reducing inequalities across the Borough and has been based on a full needs' assessment; it aims to increase participation in areas of greatest need where the take-up is currently low, by providing services and activities that are relevant to, and valued by those communities.
- 9.2 As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED), an equalities impact assessment was carried out during the development of the strategy.
- 9.3 The Equality Impact Assessment has been reviewed and this report makes no change to it. It is available at the following link, <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments> .

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Modernising the leisure centres will reduce the environmental impact whilst investment will result in more attractive buildings which will enhance the local townscape.
- 10.2 Investment in LED replacement is underway.
- 10.3 Keeping leisure provision within local communities and increasing our outreach offer, will all serve to minimise emissions from car usage. Our leisure centres will all have cycle storage and active travel access with associated infrastructure facilities, under the government's 'gear change' initiative, will be considered and implemented where appropriate.

- 10.4 Where possible we will invest in environmentally friendly solutions and designs when we modernise our buildings, purchase new equipment in order to reduce our carbon footprint by supporting the outcomes of the Cool 2 climate change strategy for Wirral.
- 10.5 As a result of the initiatives outlined above, the content and recommendations contained within this report are expected to reduce emissions of greenhouse gases.

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APPENDICES

- Appendix 1 – Sport and Physical Activity Strategy for Wirral 2025
- Appendix 2 – Wirral Council – Strategic Outcomes Planning Guidance Report 2021.

BACKGROUND PAPERS

- Creating an Active Wirral presentation November 2020
- Wirral Borough Council Indoor and Built Facilities Strategy, draft report October 2019.
- Wirral Playing Pitch Strategy and Action Plan, 2016.
- Sport England Strategy, Uniting the Movement 2021 – 2031.
- Wirral Borough Council: Re-Imagining Libraries, Leisure, Parks and Cultural Services, Phase 2 Report, October 2017.
- Measuring the Social and economic value of community sport and physical activity in England, 2020.
- Sport England – Strategic Outcomes Planning Guidance 2019.
- Merseyside Sport Partnership Strategic Framework (2017-2022)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	November 2020

CREATING AN ACTIVE WIRRAL

A sport and physical activity strategy for Wirral 2020-2025
DRAFT - October 2020

**Keep.
Wirral.
Well.**



Building on success

- **PARTICIPATION** – **3.8million** visits to leisure centres, **540k** swims, **60%** residents classed as ‘active’
- **INNOVATION** - Over **1million** minutes viewed of online fitness classes – reaching new audiences supporting mental health, physical health and giving people the opportunity to try something new on their own
- **HEALTH AND WELLBEING** - The community Macmillian wellbeing team reduced number of GP appointments needed by **80%** and reduced medication use by **60%**
- **CRIME & ANTI SOCIAL BEHAVIOUR** –Pathfinder programme reduces the number of young people who are at risk of being drawn into crime and antisocial behaviour.
- **NATIONAL CITIZEN SERVICE** – **104** community projects planned and delivered by young people
- **LONG TERM CONDITIONS** – The We Are Undefeatable project is **removing barriers** to physical activity for people with long term conditions
- **SWIMMING** – **2,200** learn to swim with the Swim Wirral programme, the largest learn to swim programme in the Liverpool City Region



Our Current Situation

- **No legal duty to deliver leisure services**

- **Our challenges:**
 - An aging stock of facilities that are not fit-for-purpose with increasing maintenance costs and health and safety commitments
 - Health inequalities across the borough. East to West poverty divide, life expectancy for men +/-11.8 years
 - Second highest income earner for the Council (£8.5M) with pressure on financial targets
 - Emphasis on provision for the 'active', rather than the 'inactive'
 - Growing private gym market targeting active residents, under supply of leisure activities for less active residents
 - Growing number of barriers to physical activity
 - Speed to implement change
 - Political appetite to retain leisure centres
 - Impact of COVID19 widening the gap in inequalities and reducing levels of physical activity

The Case for Change

- **Sport and physical activity is proven to strengthen communities and contributes directly to the health and wellbeing of residents***
 - for every £1 spent on community sport and physical activity, an economic and social return on investment of £3.91 is generated
 - physical health benefits, mental wellbeing uplifts, reduction in crime, improved community cohesion and wealth building and economic development through training and employment

- **Children and young people**
 - improved learning and attainment, better mental health and cardiovascular fitness, also contributing to healthy weight status

- **Adults**
 - protective effect on physical activity on a range of many chronic conditions including coronary heart disease, obesity and type 2 diabetes, mental health problems and social isolation
 - delivers cost savings for the health and care system and has wider social benefits for individuals and communities

**Measuring the Social and Economic Impact of Sport in England, Sheffield Hallam University & Sport England 2020*

2025 VISION

To work with our residents and partners to provide accessible and affordable services that help to make physical activity a part of everyone's everyday lives.



Image of female swimming instructor

2025 MISSION

To ensure that all Wirral residents have the opportunity, environment and support they need to lead active, healthy and happier lives. We will work with our partners to transform attitudes and behaviours to make physical activity part of the everyday lives of our residents.







Image of male holding a football

Policy Framework

National Sports					
 Towards An Active Nation 2016-2020		 FA Strategic Plan 1996-2020		 Lawn Tennis Association - Tennis Opened Up 2019-2023 Royal Yachting Association – Strategic Plan 2017-2021 Towards a National Swimming 1997-2021	
 Insight into action 2017					
 Sporting Future: 2015 Merseyside Sports Partnership		 UK Chief Medical Officers' Physical Activity Guidelines 2019		 Tackling obesity 2020	
 Strategic Framework 2017-2022		 Strategic Delivery Plan 2018-2020			
 Local Football Facilities Plan		 Active Lives			
Wirral Council Strategies & Plans		Wirral Plan 2025 Ageing Well Children, Young People and Families Healthier Lives Wirral Together Growth Plan		Ensuring Wirral's Neighbourhoods are Safe Love Wirral Assets Strategy Visitor Economy	
				Indoor And Built Facilities Strategy (DRAFT) 2019 Playing pitch strategy	
				Public Health Annual Report 'Expect Better'	

Context: National picture

 <p>Sporting Future: A new strategy for an active nation (2015)</p>	 <p>Towards an Active Nation (2016)</p>	 <p>UK Chief Medical Officers' Physical Activity Guidelines (2019)</p>	 <p>Tackling obesity: empowering adults and children to live healthier lives (2020)</p>
<p>The Government’s strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.</p>	<p>In Sport England’s strategic response to the Government it states that it will invest in:</p> <ul style="list-style-type: none"> • Tackling inactivity. • Children and young people. • Volunteering – a dual benefit. • Taking sport and activity into the mass market • Supporting sport’s core market. • Local delivery. • Facilities. <p>Increasing participation in sport and physical activity and the health and wellbeing benefits delivered are key drivers for Sport England and partners. It places particular emphasis on getting the inactive active and targeting interventions at under-represented groups.</p> <p><i>**Sport England are in the process of developing their strategy ready for 2021 and we will need to align our strategy once it is released.</i></p>	<p>In children and young people, regular physical activity is associated with improved learning and attainment, better mental health and cardiovascular fitness, also contributing to healthy weight status. In adults, there is strong evidence to demonstrate the protective effect on physical activity on a range of many chronic conditions including coronary heart disease, obesity and type 2 diabetes, mental health problems and social isolation. Regular physical activity can deliver cost savings for the health and care system and has wider social benefits for individuals and communities. These include increased productivity in the workplace, and active travel can reduce congestion and reduce air pollution.</p>	<p>The Government’s strategy for tackling obesity will empower adults and children to live healthier lives through the PHE’s new Better Health campaign that will urge people to take stock of how they live their lives in the wake of the COVID-19 pandemic, promoting evidence-based tools and apps with advice on how to lose weight and keep it off. They will also expand weight management services so that more people get the support they need to lose weight and offer all Primary Care Networks the opportunity to equip their staff to become healthy weight coaches though training delivered by Public Health England.</p>



Physical activity for early years (birth – 5 years)

Active children are healthy, happy,
school ready and sleep better

 BUILDS RELATIONSHIPS & SOCIAL SKILLS	 MAINTAINS HEALTH & WEIGHT	 CONTRIBUTES TO BRAIN DEVELOPMENT & LEARNING
 IMPROVES SLEEP	 DEVELOPS MUSCLES & BONES	 ENCOURAGES MOVEMENT & CO-ORDINATION

Every movement counts

Aim for at least
180
Minutes
per day
for children 1-5 years

Under-1s at least 30 minutes across the day	 OBJECT PLAY	 DANCE	 GAMES	 PLAY
	 TUMMY TIME	 SWIM	 WALK	 SCOOT
	 BIKE	 JUMP	 CLIMB	 SKIP
	 MESSY PLAY	 THROW/CATCH	 PLAYGROUND	

Get Strong. Move More. Break up inactivity

Image of UK Chief Medical Officers' Physical Activity Guidelines, (2019), outlining recommended activity for 0-5 yrs.

Physical activity for children and young people (5–18 Years)

- BUILDS CONFIDENCE & SOCIAL SKILLS
- MAINTAINS HEALTHY WEIGHT
- DEVELOPS CO-ORDINATION
- STRENGTHENS MUSCLES & BONES
- IMPROVES SLEEP
- IMPROVES CONCENTRATION & LEARNING
- IMPROVES HEALTH & FITNESS
- MAKES YOU FEEL GOOD

Be physically active

Spread activity throughout the day

Aim for an average of at least **60** minutes per day across week

All activities should make you breathe faster & feel warmer

- PLAY
- RUN/WALK
- BIKE
- ACTIVE TRAVEL
- SWIM
- SKATE
- SPORT
- PE
- SKIP
- CLIMB
- WORKOUT
- DANCE

Activities to develop movement skills, and muscle and bone strength **ACROSS WEEK**

Get strong **Move more**

INACTIVITY

Find ways to help all children and young people accumulate an average of at least 60 minutes physical activity per day across the week

UK Chief Medical Officers' Physical Activity Guidelines, 2019

Image of UK Chief Medical Officers' Physical Activity Guidelines, (2019), outlining recommended activity for 5- 18 yrs

Physical activity for adults and older adults

<ul style="list-style-type: none"> Benefits health Improves sleep Maintains healthy weight Manages stress Improves quality of life 	Reduces your chance of	<ul style="list-style-type: none"> Type II Diabetes -40% Cardiovascular disease -35% Falls, depression etc. -30% Joint and back pain -25% Cancers (colon and breast) -20%
---	------------------------	--

Some is good, more is better Make a start today: it's never too late Every minute counts

Be active

at least **150** minutes moderate intensity per week
increased breathing while to talk

OR

at least **75** minutes vigorous intensity per week
breathing fast difficulty talking

or a combination of both

Build strength
 To keep muscles, bones and joints strong

on at least **2** days a week

Swim, Run, Gym, Carry heavy bags, Cycle, Stairs, Sport, Yoga, Bows, Tai Chi

Minimise sedentary time
 Break up periods of inactivity

Improve balance
 For older adults, to reduce the chance of frailty and falls
 2 days a week

Dance

Image of UK Chief Medical Officers' Physical Activity Guidelines, (2019), outlining recommended activity for older adults.

Context: Local Picture

- **325,000** people living in Wirral
- **28%** have **no access to a car**
- **35%** residents living in **most deprived** area
- 60.8% **‘Active’**
- 13.5% **‘Fairly Active’**
- 25.7% **‘Inactive’**
- **23%** adults obese
- **10%** children obese

 Population	There are 323,235 people living in Wirral
 Vulnerable groups	20% of children are living in poverty in Wirral compared with 17% across England
 Access & transport	28% of households have no car in Wirral compared with 26% across England
 Health & wellbeing	23% of people have a limiting long-term illness in Wirral compared with 18% across England

Local Insight; Wirral (2020)

Context: Local Picture – Cost of inactivity

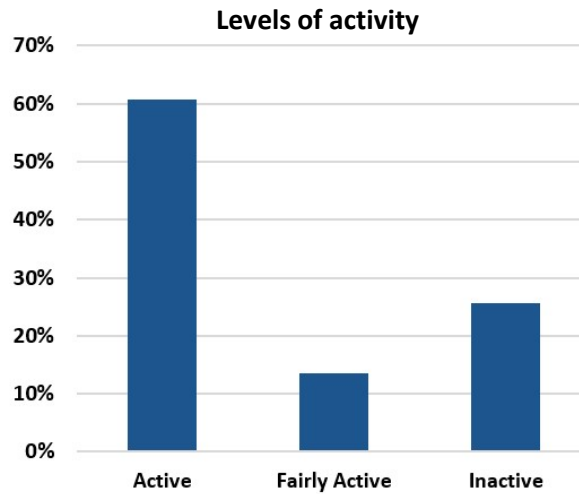


Image of a graph indicating levels of Activity within Wirral.

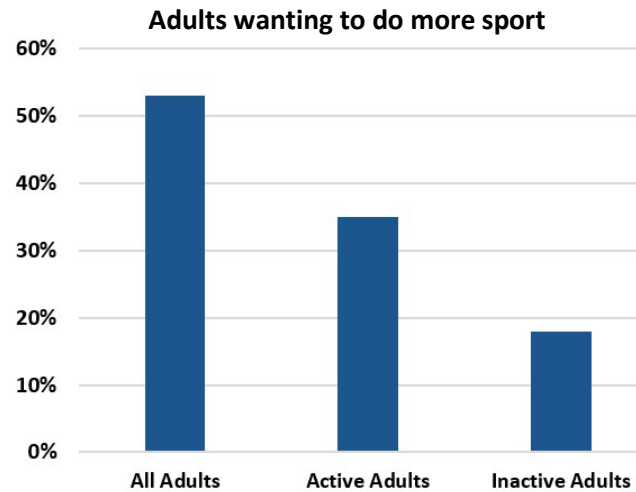


Image of a graph indicating amount of adults wanting to do more sport, within Wirral.

Preventable deaths by increasing levels of physical activity among 40-79 year olds

Percentage more active	Wirral
25%	9
50%	100
75%	192
100%	283

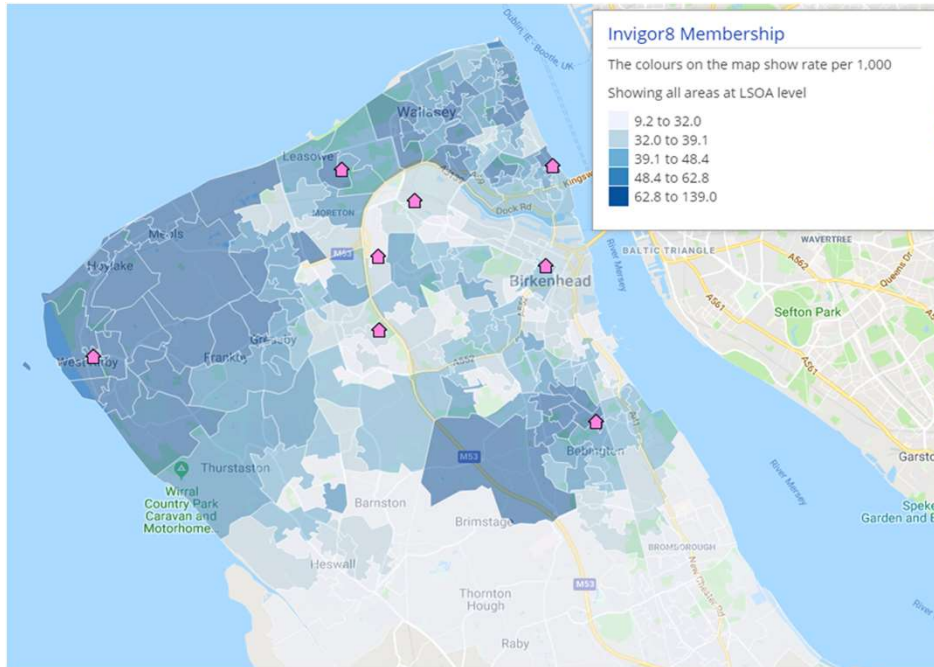
Health costs of physical inactivity

Disease category	Wirral
Cancer lower GI e.g. bowel cancer	£374,240
Breast Cancer	£317,570
Diabetes	£1,254,300
Coronary heart disease	£4,360,110
Cerebrovascular disease e.g. stroke	£1,041,720
Total Cost	£7,347,940
Cost per 100,000 population	£2,366,533

First image shows how % increase of population undertaking physical exercise would equate to total number of lives saved. Second image shows cost of inactivity totalling £7.3 million.

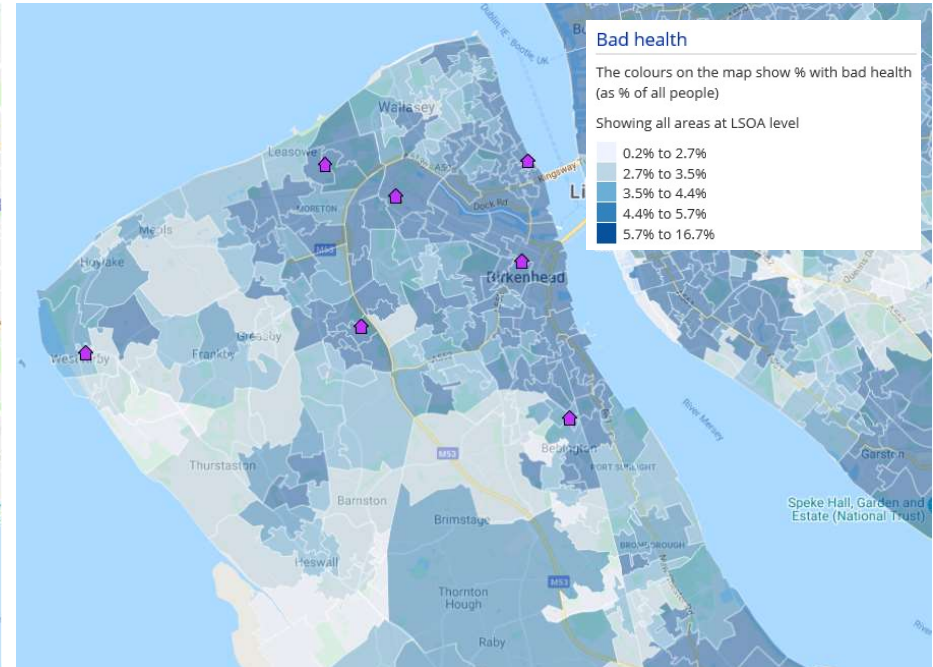
Local Sport Profile Tool, (2014)

Context: Local Picture



Darker colour- greater levels of membership

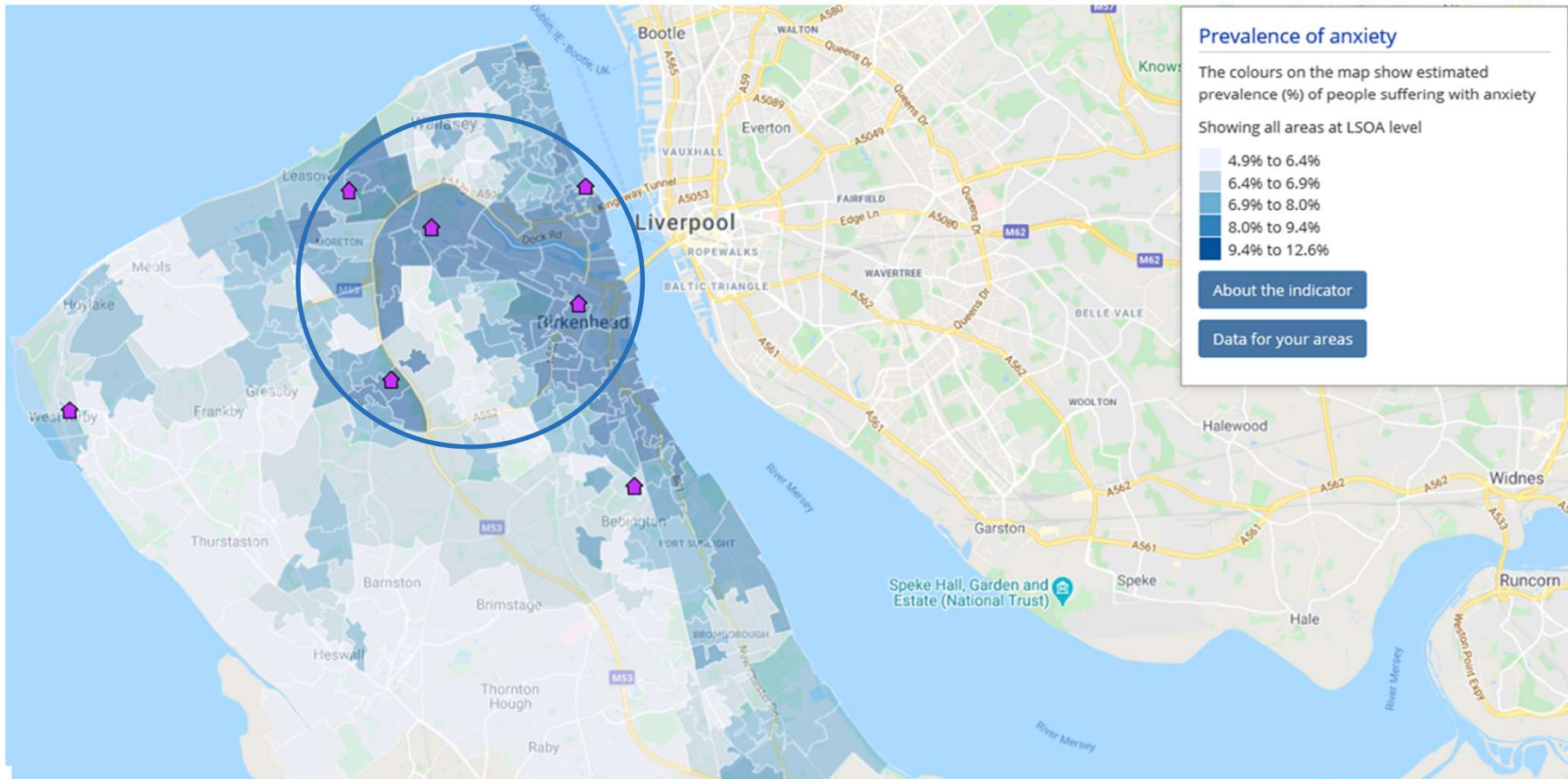
Image of Wirral with shading representing the spread of Invigor8 memberships.



Darker colour- greater levels of bad health

Image of Wirral with shading representing levels of bad health.

Wirral Council Intelligence, (2020)



Context: Local Picture

Ward	IMD	Crime		Child Health		Health				Place and Open Space					
		ASB	Violent Crime & Sexual offences	Child Obesity (reception)	Child Obesity (Yr6)	Myocardial Infarction	Adult Obesity	Anxiety rates	Adult inactivity	Leisure Centre	Community Centre	Library	Children's centre	Park	Open Space
Bidston and St. James	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Birkenhead and Tranmere	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Seacombe	X	X	X		X	X	X	X	X	X	X	X	X	X	X
Rock Ferry	X		X	X	X	X	X	X	X	X	X	X	X	X	X
Leasowe and Moreton East		X				X		X		X	X		X	X	
Liscard	X		X				X				X		X	X	
New Brighton				X	X						X	X	X	X	
Upton				X					X		X		X	X	
Hoylake and Meols		X									X	X		X	X

Chart above shows the wards within Wirral, alongside the Crime and Health issues, as well as the current Leisure facilities.

VISION. To work with our residents and partners to provide accessible and affordable services that help to make physical activity a part of everyone's everyday lives.

MISSION. To ensure that all Wirral residents have the support, opportunity and environment they need to lead active, healthy and happier lives. Working as a whole system, collaboratively we will seek to transform attitudes and behaviours and make physical activity part of their everyday lives.

CREATING AN **ACTIVE WIRRAL**

PEOPLE.

AMBITION. To increase participation in sport and physical activity among Wirral residents, working to reduce barriers and recognise the benefits of an active lifestyle by providing relevant and accessible activities targeting residents and communities with the highest identified needs.

- Engaging with groups with the highest identified needs to codesign services that they will want to use
- Continuously reviewing our offer to ensure that it remains exciting and attractive to a broad cross-section of users
- Developing an offer that caters for all sections of the community, ensuring that there is something for everyone
- Encouraging positive behavioural change and increased activity through campaigns and targeted outreach work
- Maximising income to fund initiatives that address highest identified priorities

PARTNERSHIPS

AMBITION. To develop strong partnerships and community networks to support the delivery of a dynamic and cohesive offer that provides inclusive activities for people of all abilities.

OBJECTIVES.

- Establishing strong links with key stakeholders to meet nationally and locally identified priorities
- Collaborating with key partners to deliver an offer that supports the delivery of shared outcomes around physical health, mental wellbeing and individual, social and community development.
- Supporting community partners to deliver place-based targeted activities designed around the needs and preferences of local people
- Seeking out new partnerships and investment into physical activity

PLACES.

AMBITION. To provide accessible, affordable, energy efficient facilities offering a quality experience that encourages our residents to be more active more often.

OBJECTIVES.

- Working with key partners to develop a strategic facility plan for Wirral that creates fit-for-purpose, accessible and sustainable facilities that meet residents' needs
- Maximising funding opportunities to revitalise existing facilities and invest in new facilities that meet both social and commercial aspirations
- Provide facilities, activity programmes and pricing structures to encourage Invigor8 memberships and maximise income to ensure the sustainability of the service
- To provide a quality customer experience at all touch points

OPEN SPACES.

AMBITION. Influence place shaping to ensure a network of high quality and accessible spaces that make it easier for people to be active.

OBJECTIVES.

- Using our professional expertise and resident insight to positively influence planning developments to encourage increased participation in community sport and physical activity
- Providing localised opportunities for physical activity and sport in local open spaces
- Engaging with communities to develop flexible solutions to locally identified needs
- Partnering with colleagues to support the branding of Wirral as a destination for sport and activity.



PEOPLE.

AMBITION:

To increase participation in sport and physical activity among Wirral residents, working to reduce barriers and recognise the benefits of an active lifestyle by providing relevant and accessible activities targeting residents and communities with the highest identified needs.

WE WILL DO THIS BY:

1. Engaging with groups with the highest identified needs to codesign services that they will want to use
2. Continuously reviewing our offer to ensure that it remains exciting and attractive to a broad cross-section of users
3. Developing an offer that caters for all sections of the community, ensuring that there is something for everyone
4. Encouraging positive behavioural change and increased activity through campaigns and targeted outreach work
5. Maximising income to fund initiatives that address highest identified priorities



Image of a male, with scar on his chest smiling, with 'We Are Undefeatable' overlaid.



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4. Seeking out new partnerships and investment into physical activity



Image of two females, sitting on a bench, smiling.



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Image of a CGI modern building.



OPEN SPACES.

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4. Partnering with colleagues to support the branding of Wirral as a destination for sport and activity



Image of a female on a piece of outdoor exercise equipment.

Summary

'To work with our residents and partners to provide accessible and affordable services that help to make physical activity a part of everyone's everyday lives.'

- ✓ Opportunity to play a key role through early intervention to use sport and physical activity to deliver outcomes for wider council services
- ✓ Benefits from joint initiatives, codesigned by residents to increase levels of physical activity and participation in community sport
- ✓ Provides the platform for a new leisure facilities strategy, creating leisure centres to meet the needs of the community
- ✓ Utilising parks and open spaces in a new way through a COVID19 lens.
- ✓ Using a whole council approach to reduce savings to the council

4. Moving forward

ACTIVE WIRRAL

STRONGER HEALTHIER HAPPIER



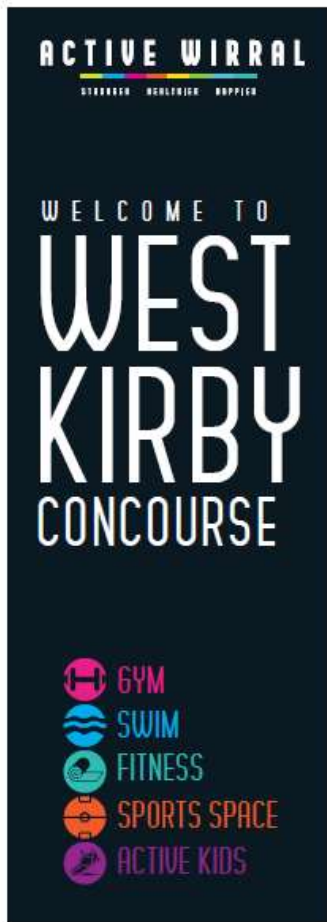


Image of CGI model of West Kirby Leisure centre

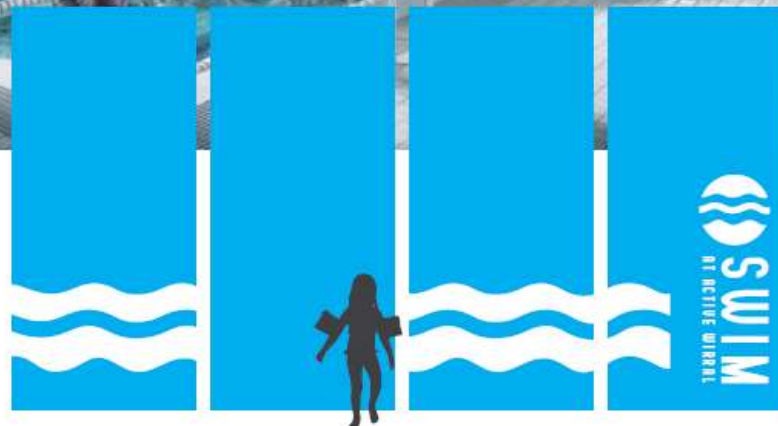


Image of CGI Leisure centre with Active Wirral branding

WELCOME TO
**EUROPA POOLS
LEISURE CENTRE**

 **GYM**

 **SWIM**

ACTIVE WIRRAL
STRONGER HEALTHIER HAPPIER

WELCOME TO
**ARROWE COUNTRY
PARK &
GOLF COURSE**

ACTIVE WIRRAL
STRONGER HEALTHIER HAPPIER



Image of Active Wirral branding.

NEXT STEPS

- ✓ Feedback collated
- ✓ Needs Analysis and Strategy formally signed off by Committee
- ✓ Approach needs to be accepted by the Council with a recommendation that
‘The Assistant Director Leisure, Libraries and customer engagement is instructed to consult with communities on options for completing the strategy’



Strategic outcomes planning guidance

May 2021



Contents

Foreword	3	Stage 3 Identify how the outcomes can be delivered sustainably	50
Stage 1 Develop shared local outcomes for your place	6	Step 3A Consider a range of facility and service interventions across the broad range of provision	52
Step 1A Develop an understanding of the wider local strategic outcomes for your place	8	Step 3B Determine the optimal and sustainable mix of facility and service interventions	60
Step 1B Using a cross sector approach, identify local community needs and priorities	14	Step 3C Explore and identify effective management option(s) to deliver core facility and service interventions	65
Step 1C Establish the contribution physical activity, sport and wellbeing	18	Step 3D Establish the key performance indicators (KPIs)	69
Step 1D Secure 'buy in' to the shared local outcomes	23		
Stage 2 Understand your community and your place	30	Stage 4 Secure commitment to strategic approach and delivery of outcomes	78
Step 2A Gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change	32	Step 4A Agree a sustainable and effective business case	80
Step 2B Consider the contribution from the wider physical and social environment	36	Step 4B Identify resource requirements to support implementation	84
Step 2C Establish where you are now and where you want to be in the future	39	Step 4C Secure stakeholder commitment and move to implementation	86
Step 2D Agree the objectives needed to contribute to shared local strategic outcomes	43		

This Strategic Outcome Planning Guidance (SOPG) has been successfully utilised by many local authorities since its launch in July 2019.

The impact of Covid-19 has been devastating for communities and means the importance of providing an active environment which supports physical and mental wellbeing has never been more evident. Helping grassroots physical activity, sport and wellbeing recover from the social and economic effects of the coronavirus pandemic and investing time and resources into tackling the key challenges of the next decade are the cornerstones of Sport England's new long-term strategy, [Uniting the Movement](#).



The impact on physical activity levels, sport and wellbeing has highlighted the vital importance and value of active places, partnerships and the active environment to support people's lifestyles and wellbeing. We have also seen an increasing gap in inequalities experienced by many in society and tackling this is at the heart of Sport England's 10-year vision to make being active an essential part of life for everyone in England. Sport and activity are recognised as essential for our physical and mental health and for bringing communities together.

More and more local authorities are talking to us about how their service needs to adapt to meet the needs of communities and how resources can be most effectively deployed given the challenges faced today. The SOPG model describes the stages and approach needed to ensure investment best meets local strategic outcomes and the needs of the community, but importantly recognises the challenges faced in terms of resourcing. We are keen to support local authorities through this journey and to help you make better and more impactful investments in the most challenging of times.

There has never been a more pressing need to secure a sustainable future for local authority leisure and wellbeing facilities and services. This will in many cases require significant reviews of current provision and the outcomes delivered.

We are keen to support local authorities and your partners through your recovery and to help you make often difficult but informed decisions to enable you to take advantage of future opportunities for strategic realignment, investment and longer-term sustainability.

We have long supported local authority leisure and wellbeing services and their partners including Active Partnerships and service delivery partners through the provision of tools and guidance, as well as National Lottery funds for programme and capital investment.

However, following the Covid-19 pandemic, we are seeing an increasing need from local authorities for assistance at an earlier stage – from developing a vision and strategy, through insight and community engagement, identifying and addressing barriers to participation and into implementing the right balance of physical and social assets to meet needs.

What we have learnt through working with local authorities prior to and through responding to Covid-19 is that this approach cannot be 'one size fits all'. However, there are some key principles and this high-level guidance is designed to recognise stages and steps of the journey to meet unique local priorities and considerations.

We have drawn on a number of recent successful case studies with local authorities, who have undertaken a journey using this strategic approach. This has resulted in better outcomes, value for money and return on investment in both financial and social value terms.

We hope you will find the updated guidance helpful in your work to improve local strategic health, social and wellbeing outcomes in your communities and help you meet the challenges we all face.

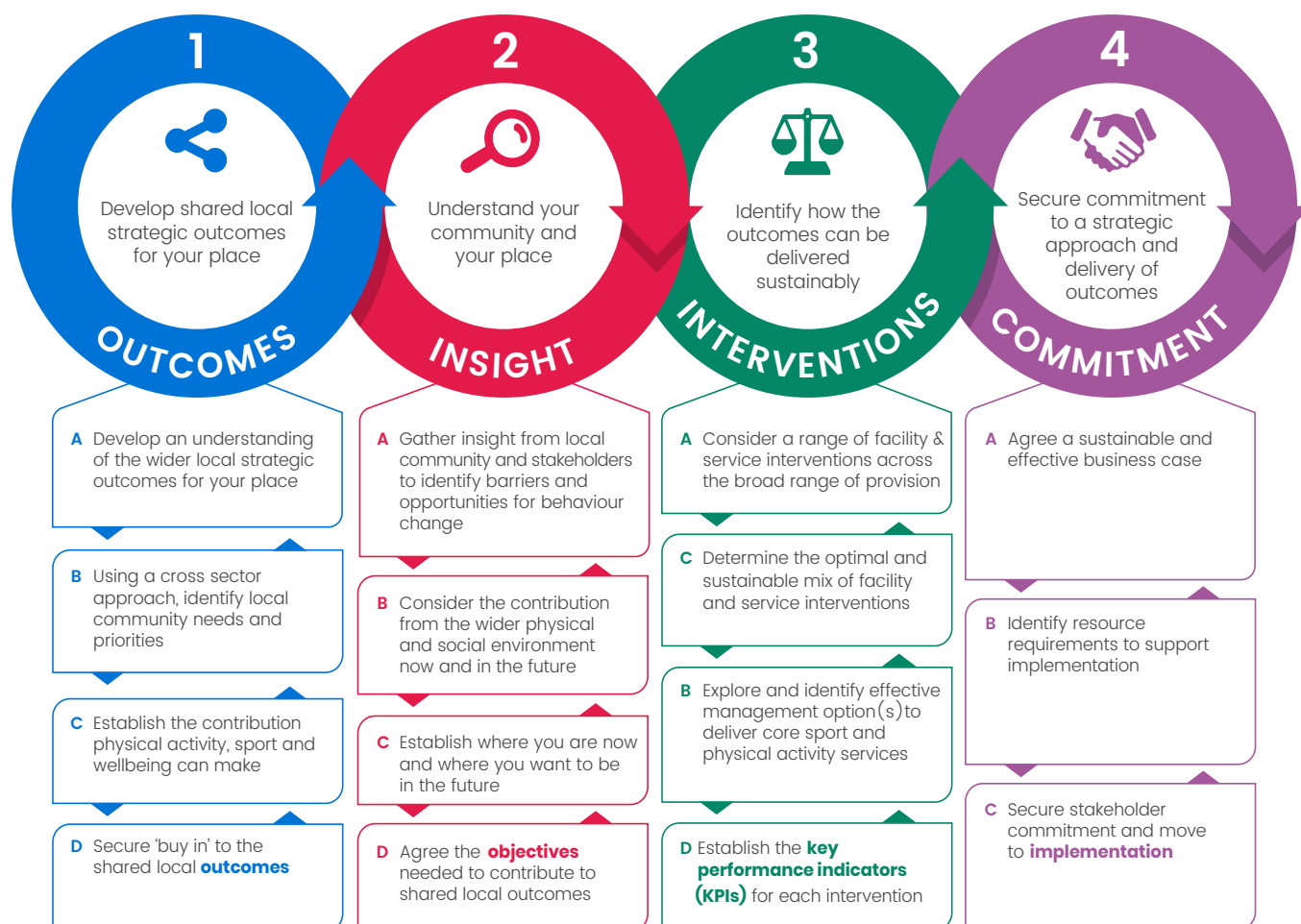
Kevin Mills
Director of Capital Investment
Sport England



Strategic Outcomes Planning Guidance model

The Strategic Outcomes Planning Model describes the stages and approach needed to ensure investment best meets local strategic outcomes and the needs of the community, but importantly recognises the challenges faced in terms of resourcing.

We're keen to support local authorities through this journey and this guidance will describe the principles and approach that will help support making better and more impactful investments in the most challenging of times.



Develop shared local strategic outcomes for your place

Stage 1



Stage 1

Develop shared local strategic outcomes for your place

Developing shared local strategic outcomes is the key starting point in developing an approach for physical activity, sport and wellbeing that can make the biggest contribution to a place.

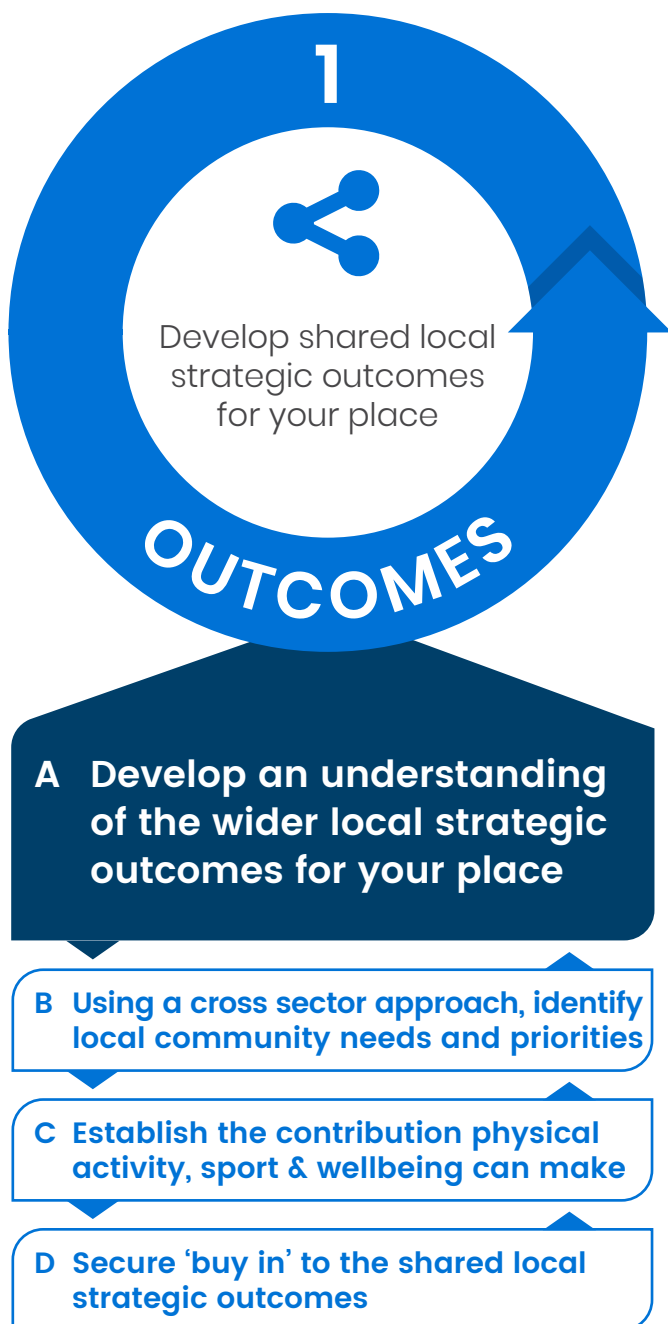
Understanding from a cross sector perspective what the local needs and priorities are, will enable local authorities and their partners to have a much wider impact on the community. This will enable them to develop sustainable and effective interventions to meet those needs – many of which have been amplified by Covid-19.

Taking time to define and communicate the contribution that physical activity, sport and wellbeing can make to wider local strategic outcomes is the key to securing local political ‘buy in’ and support for the development of greater insight to inform the emerging strategic approach.



Step 1A

Develop an understanding of the wider local strategic outcomes for your place



Why is this step important?

This first step is extremely powerful as it shapes and contextualizes the strategic approach for physical activity, sport and wellbeing by involving a number of different sectors, partners and stakeholders.

Local authorities have corporate plans/ strategies which collectively:

- set the context for your local authority area
- summarise the local authority's strategy over a period of time
- provide a set of ambitions and actions to deliver the vision and corporate priorities of the local authority
- focus delivery of services
- guide the local authority's work with partners to deliver a common purpose.

In light of Covid-19, many of these strategies are being revisited with a view to considering the future strategic direction, taking account of immediate short to medium term considerations and financial pressures.



What are the key elements that could be considered for this step?

i) Identification and researching key strategic documents

Documents that articulate the local authority's vision and local strategic outcomes can include:

Second tier local authorities

- Corporate Plans
- Covid Recovery Plans
- Community Plans Local Plan
- Spatial Plans/Strategies
- Joint Strategic Needs Assessment (JSNA)
- Health and Wellbeing Strategy
- Open Spaces Strategy
- Leisure Built Facilities Strategy
- Leisure and/or cultural strategy
- Town centre master plan
- Playing pitch strategy

Unitary authorities

- For unitary authorities, the scope of the council strategic documents should include the list on the left but also:
 - Sustainability and Transformation Plans (STP) (Health)
 - Children and Young People's Plan
 - Adult and Social Care Plan
 - Youth Offending Plan

These documents will cover all important strategic aspects of a place, for example:

- local economy
- transport
- energy
- environment
- community infrastructure
- education
- housing
- commercial development
- facilities and services
- health and wellbeing.

The Joint Strategic Needs Assessment is a key strategic public health document which should be included in this review.

Sometimes these documents can be subject to review in line with the political cycle of local elections, so it will be important to understand the timescales linked to each document and if the local authority is in the process of reviewing any of its core strategic documents.

These documents should be reviewed to identify the main priorities in relation to health, physical activity, sport and wellbeing and opportunities for co-production of services.

There may be additional documents available which identify the specific impacts of Covid-19 on a community.

Some key themes where there is a synergy include:

- housing
- infrastructure
- economic development
- sustainability
- community safety
- tackling social isolation
- healthy communities

- placemaking
- neighbourhood models
- mass participation events
- lifelong learning
- integrated transport.

ii) Identification of key stakeholders

Mapping a list of key strategic influencers, partners and agencies that have a 'stake' in a place will ensure identification of who should be involved, how they can contribute and at what level. Stakeholders to consider are:

- Public Health/Clinical Commissioning Group
- Health and Social Care Partnership
- Active Partnership
- County Council (for non-unitary authorities)
- Local Secondary and Primary Schools
- Higher and further education
- Voluntary and community service (VCS)
- Housing associations
- Business community
- Police and Crime Commissioner
- Fire and Rescue Service.

Understanding what level of direct or indirect influence they have over physical activity, sport and wellbeing services, facilities and provision will be an important part of establishing the tiers of governance and identifying where stakeholders can best contribute to developing a joint strategic approach.



iii) Consultation with key stakeholders

Senior internal stakeholders including elected members, directors, associate directors or heads of service and other external senior stakeholders will contribute to the understanding of where physical activity, sport and wellbeing can contribute to wider local strategic outcomes. The consultation approach can be formal or informal but should explore stakeholders’:

- current perceptions of the contribution physical activity, sport and wellbeing makes to their area of work
- objectives
- key milestones
- timescales
- strengths, weaknesses, opportunities, threats
- resources – financial and in kind.

Securing commitment from stakeholders to engage with the process can be supported by:

- providing a briefing paper to provide context
- securing political commitment to the process
- detailing aims of the consultation approach
- establishing an inception meeting.

This will maximise the potential of getting the right level of stakeholders to engage early on.

This will also prepare the ground for establishing a governance model to oversee the development of a strategic approach.

iv) Establish governance models

The consultation will enable a steering group/programme board to be established with senior stakeholders. This will enable this strategic approach to ‘be on the agenda’ and prioritised accordingly.

Inviting a senior officer or elected member to chair the process and act as the project sponsor/champion is strongly recommended.

The local authority will typically have existing structures and governance models that it can use. Typically, this group would meet on a quarterly basis and have responsibility for overseeing the programme linked to key milestones such as procurement/partnership agreements coming to an end, service transformation and facility developments etc.

Key stakeholders that will have a positive influence on the development of the strategic approach should be invited. These could include representatives from the local authority's directorates, key strategic partners such as public health, health and social care, Active Partnership, voluntary sector, education, police and housing associations etc. Securing senior representatives'

attendance to the first meetings is vitally important to ensure cross sector senior level 'buy in'. This will deepen working relationships and optimise the potential synergies from working more collaboratively.

There are also benefits in establishing a more operational project group which is likely to be more officer based and focused on key tasks and project management. Typically, this group would meet more frequently, e.g. on a monthly basis and have responsibility for project management of individual workstreams such as; research, community engagement, feasibility studies, pre-procurement planning and/or service redesign.

What are the key enablers to support this step of the process?



Establishing a governance model



Cross sector senior 'buy in' to the process from key stakeholders



What are the key outputs from this step of the process?



Strategic Documents Review highlighting areas where physical activity, sport and wellbeing have a direct/indirect influence



Stakeholder mapping identifying who should be involved and at what level



Key findings from senior stakeholder consultation



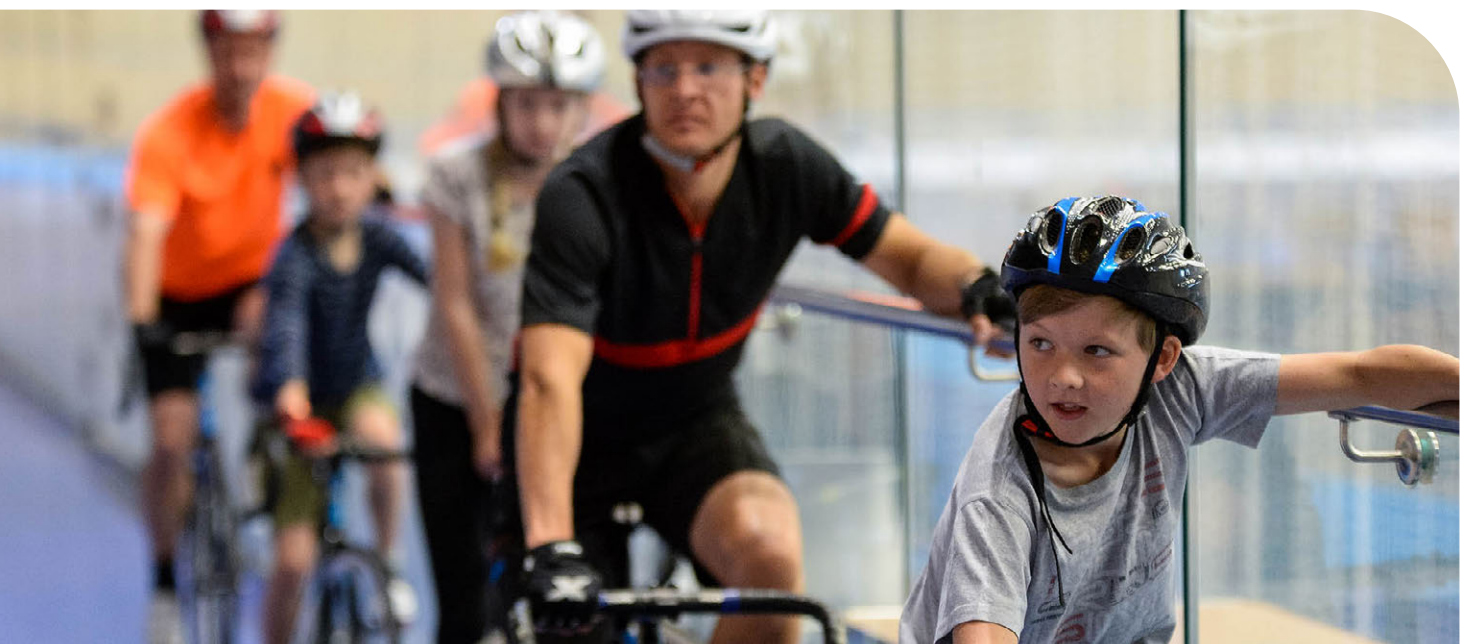
Terms of reference for a governance model and establishment of the steering group (and any supporting project group) to oversee (and develop) the strategic approach



Programme of meetings for the steering group and any supporting project group

Further guidance, materials and case studies

 [Strategic Commissioning Guidance](#)



Step 1B

Using a cross sector approach, identify local community needs and priorities



Why is this step important?

This step will develop an understanding and an awareness within a place of:

- local health profiles by identifying health inequalities, in particular those exacerbated by Covid-19
- socio-economic and demographic profiles
- population trends
- current levels of physical activity and sport
- any significant gaps and inequalities.

It is an important baselining process to support the development of a strategic approach that is driven by local needs. Cross sector engagement is essential in order to ensure a balanced view of need and inequalities.

The Covid-19 pandemic presents an opportunity for physical activity, sport and wellbeing to play a major role in recovery for a place.

What are the key elements that could be considered for this step?

i) Understanding the local health profile of the community

Typical health indicators to review include:

- excess weight in adults
- obesity levels in children
- life expectancy
- health indicators, for example levels of reported type 2 diabetes
- smoking prevalence in adults
- mental health
- hospital admissions for preventable conditions.

Public Health England Local Health Profiles are available and will review many of these indicators and allow comparisons to be made across a district, region and nationally. Further information and analysis on particular health inequalities within the local area can be found in a Joint Strategic Needs Assessment (JSNA) which will focus on differences in health outcomes in relation to age, sex and areas where citizens live. It can be a very powerful tool to highlight where targeted interventions would have the most impact.

ii) Understanding socio-economic and demographic profiles and population trends

Identifying trends in age groups, population growth linked to new developments or shifts in the ethnic mix of an area can support better alignment and targeting of resources and ultimately, impact on outcomes. Data sources can include census reports covering age, gender, ethnicity and social grade as well as market segmentation tools and local surveys.

iii) Understanding current levels of physical activity, sport and wellbeing

Sport England's Active Lives Survey analyses non-traditional activities as well as traditional physical activity, sport and wellbeing levels across an activity spectrum ranging from inactive to active. Furthermore, Sport England Local Sports Profiles as well as information from the Active Partnerships and local partners/operators can build on Active Lives data to assess the level of 'reach' or 'gaps' that has been achieved in relation to target groups and specific localities.

Key considerations are:

- What additional impacts has Covid-19 had on local population health?
- Are there any local areas that appear not to be well represented in terms of users?
- Are those who are active representative of the community or only attracting 'easy to reach' groups?
- Explore the reasons why certain communities are inactive in a place and any additional considerations as a result of Covid-19.

iv) Consultation with the community, community leaders and organisations

Identifying representatives from community groups working with specific target groups is a key step to determine the network of possible stakeholders. The aim of the consultation is to identify what are their particular barriers and issues to participation. These group representatives are often easier to identify and often willing to share their insight rather than targeting the individuals themselves.

v) Focus Groups with representatives who work with under-represented groups

Focus groups can identify key areas to explore through more targeted primary research with the support of community leaders. This can also create an opportunity for different specialists within the local authority to collaborate on exploring shared issues for residents – e.g. housing, probation, adult social care etc. This can then allow barriers to be addressed in more innovative ways.

vi) Research to understand local issues preventing participation for sections of the community

Following the identification of particular groups in the community (e.g. young people on inner city estates or isolated older people in rural communities), consideration of some more in-depth primary research could be considered to explore in greater detail the needs of a group. This would identify how these barriers and issues can be addressed and what would have the biggest impact.

Example: addressing barriers for disabled people

A community leader who works with disabled people highlighted some typical barriers they experience:

- access to appropriately paced and accessible exercise and physical activity
- ability to reach locations providing exercise and physical activity
- symptoms making journeys challenging
- Being able to access the correct equipment for the type of disability and the specialist training for our coaches.

In terms of ways of addressing these barriers, the following were identified by the leader:

- a welcoming can-do attitude from all the coaches and trainers
- regular sessions
- running come rain or shine
- no last-minute cancellations or changes to sessions
- a consistent staff team to build trust and good relationships with users
- sessions to run at times that fit in with support workers' shift patterns and weekend sessions to suit family needs.
- we run on a drop-in basis as sometimes it's very difficult to manage time keeping due to a person's condition
- accessible toilet facilities
- easy access by public transport
- low cost of sessions.

This insight is now being used to influence the physical activity strategy and future leisure services specification.



What are the key enablers to support this step of the process?



Accessing robust local, regional and national data sources.



Engaging with community representatives, local groups and target groups, particularly those under-represented groups.



Commissioning specialist research where there are gaps to gain a greater level of insight.

What are the key outputs from this step of the process?



Identification of barriers and issues to increased participation in physical activity, sport and wellbeing.



Research findings from focus groups and any primary research undertaken.



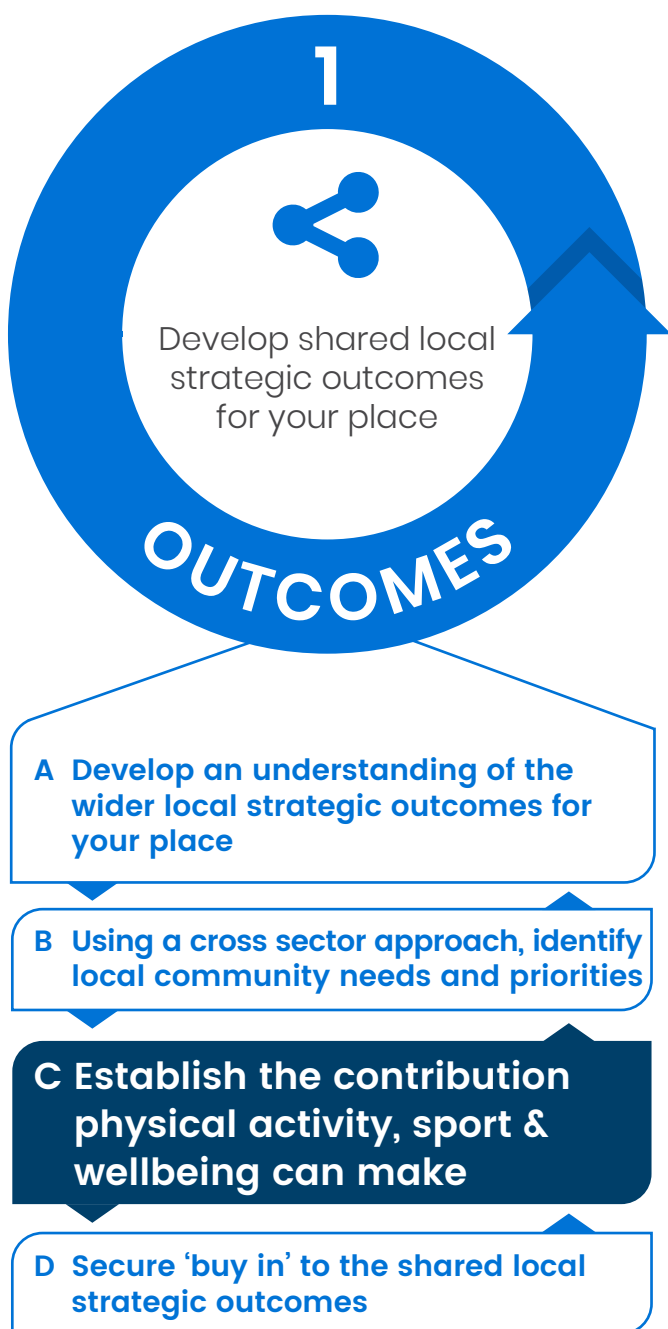
Identification of ways to address the barriers and issues.

Further guidance, materials and case studies

-  [Example Needs Analysis Questionnaire](#)
-  [Sport England Active Lives Survey](#)
-  [Public Health England – health indicators.](#)
-  [Sport England Insight Packs](#)

Step 1C

Establish the contribution physical activity, sport and wellbeing can make



Why is this step important?

Using the evidence gathered in Steps 1A and 1B, this step will enable physical activity, sport and wellbeing to be positioned alongside key existing priorities and local strategic outcomes. This will aim to highlight the significant contribution it makes at a political and senior stakeholder level. This will support a more holistic approach to a place and a coordinated response to recovery from Covid-19 across the system.

What are the key elements that could be considered for this step?

i) Mapping key contributions that physical activity, sport and wellbeing can make against each individual local strategic outcome

Developing a simple matrix of local strategic outcomes against direct or indirect contributions made by physical activity, sport and wellbeing will highlight their importance for a place.

Typically, this will demonstrate a direct or indirect contribution towards a number of key local priorities and local strategic outcomes such as:

- placemaking
- increasing social value
- improving community cohesion
- supporting economic development
- reducing crime and anti-social behaviour
- improving physical and mental health
- reducing health inequalities
- improving educational standards
- reducing hospital attendances
- help young people with employment opportunities
- supporting older people to combat isolation
- supporting independent living by older people
- regeneration of town centres
- Covid-19 recovery.

ii) Use of the Outcomes Framework developed by the LGA

The Local Government Association (LGA), working with partners including Sport England, has developed a web resource to provide guidance for councils and their partners on how to create a local outcomes framework for culture and sport. The framework will help:

- measure and evidence the difference your service makes and its contribution to local priorities
- make the case for continued investment of public money
- demonstrate to other organisations who they should be working with
- help influence the commissioning process
- focus business and service plans on the priorities for an area
- communicate the value of culture and sport to opinion-formers and decision-makers
- promote improvement by identifying what works in delivering better outcomes.



iii) Developing case studies to 'tell the story'

The research and consultation can generate some powerful case studies, testimonials and stories relating to local communities or individuals whose lives have been improved or transformed through physical activity, sport and wellbeing. Capturing these and using them as influencers and to bring the emerging future vision to life is a powerful tool to support a strategic approach.

What are the key enablers to support this step of the process?



Consulting with stakeholders responsible for wider local strategic priorities and outcomes to get their support in the mapping work.

What are the key outputs from this step of the process?



Matrix of key contributions of physical activity, sport and wellbeing to wider strategic outcomes



Outcomes Framework

Further guidance, materials and case studies



[LGA Outcomes Framework](#)



[Sport England: Physical Activity and Health: Your Stories](#)

Example: physical activity and health – your stories



Ellie, 64, Peterborough

Ellie was diagnosed with Alzheimer's in 2014. She had a very complex

job, teaching adults ICT in two colleges, has a very busy life and is the sort of person that would remember everything.

She became very aware that she had to write things down because she was starting to forget and everything started to become a struggle.

She was concerned and booked an appointment with her GP – whom she says is brilliant and regularly visits him because she has type 2 diabetes.

He suspected that it would be Alzheimer's and referred Ellie to a memory clinic straight away, where she underwent comprehensive testing.

In a matter of months she was diagnosed with Alzheimer's.

Ellie claims she was able to swim before she could walk and has continued to swim throughout her adult life.

She believes it benefits her physical and mental wellbeing.

Ellie visits her local swimming pool, in a nearby hotel, at least twice a week and says the hotel staff are great and that small things – like the entrance to the pool being right by the car park – make things really easy for her to continue going.

Ellie credits her love of swimming and keeping fit with helping her to manage her dementia.



Example: physical activity and health – your stories



David, 69, Manchester

David had just become a new grandad and was very excited to be able to go for walks with his grandchild.

David noticed a little trouble swallowing when eating and following tests was diagnosed with oesophageal cancer and referred to the Prehab4Cancer programme.

David's treatment plan involved chemotherapy before and after the surgery to remove the tumour. David was aware that this treatment would be a challenge and was surprised when his consultant offered the gym.

David attended his local gym and was assessed by one of the Prehab4Cancer exercise specialists. The specialist put together a tailored gym programme and David was attending the gym 3 times a week (1 with his exercise specialist and 2 independently).

David's exercise programme was constantly adjusted to allow for his chemotherapy cycles.

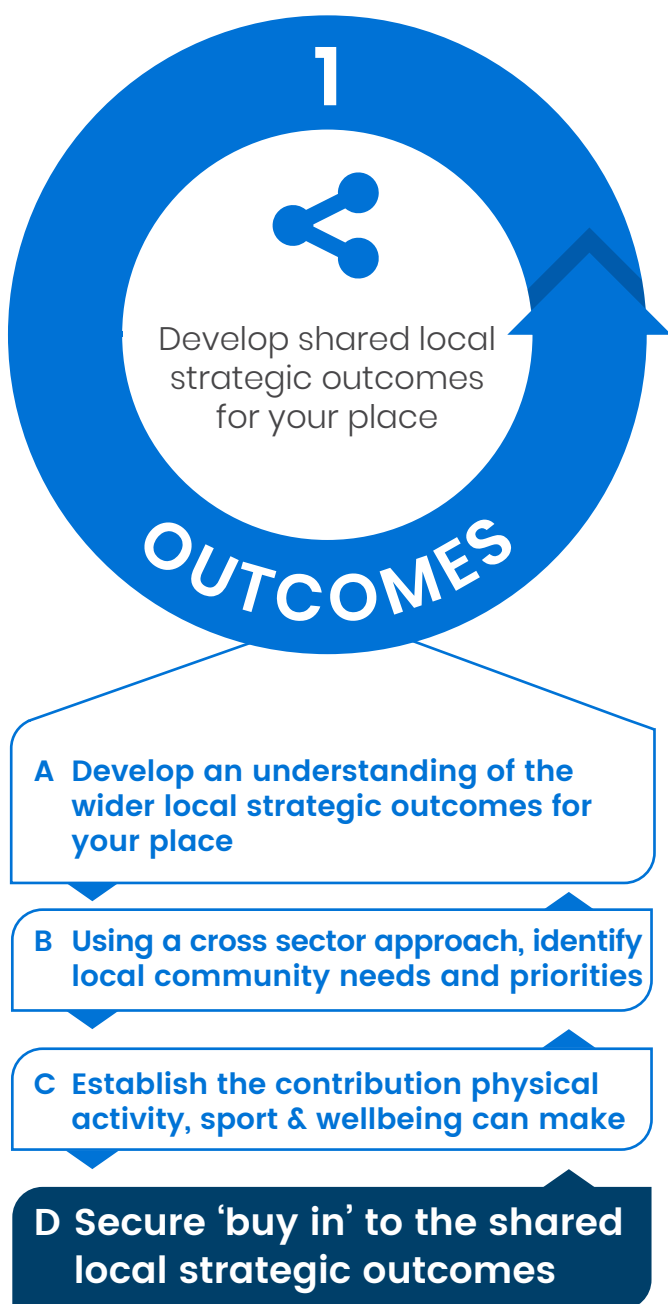
“ The cancer surgery was quite daunting and took over 10 hours. I was told I would be in hospital for two, three or four weeks. Well, I was out within nine days. I could not believe it.”

Following his surgery David returned to the gym for his rehab programme and credits his gym work as a huge factor in his ease and speed of recovery.

He reports the best thing about being back fit and strong is that he now gets to care for his grandson twice a week and is able to take him to the park.

Step 1D

Secure 'buy in' to the shared local outcomes



Why is this step important?

Establishing early 'buy in' from political leaders within the local authority and key strategic stakeholders will secure the contribution and role of physical activity, sport and wellbeing in the context of shared local outcomes for your place.

The evidence gathered from previous steps can help to develop a consensus on the overall strategic direction for a local authority and their partners and form a context against which further development and decision making can be based.

A local authority and its partners may wish to seek to develop a vision statement with a short summary that showcases the shared local outcomes as the basis for their approach moving forward. Covid-19 may act as a catalyst to consider a review of this vision.

This step provides a firm basis on which approval for future stages of work can be granted, starting with Stage 2 'insight' which will define realistic objectives that will clearly contribute to the local shared outcomes defined by the end of Stage 1.

What are the key elements that could be considered for this step?

i) Steering group briefing meeting to launch the development of the strategic approach

A briefing meeting for the steering group can be an effective way of initiating the project and gathering momentum as it will allow the project leads to:

- begin to develop a shared vision
- summarise this process
- highlight key stages
- establish timescales
- request resources
- confirm involvement of the steering group.

The briefing meeting should typically involve the following representatives:

- Portfolio holder(s) responsible for physical activity, sport/health and wellbeing, (or equivalent)
- Strategic Director responsible for physical activity, sport/health and wellbeing (or equivalent)
- Head of service(s) responsible for physical activity, sport/health and wellbeing (or equivalent)
- Public Health lead
- Adult Social Care lead
- Children and Young People's Service lead
- Planning lead
- Parks and Open Spaces/Streetscene lead
- Active Partnership lead
- Voluntary Sector lead.



ii) Workshops and feedback sessions

Developing an approach focused on shared local strategic outcomes requires time and resources to ensure consistent understanding and implementation. Briefings and workshops with the steering group and project group can build on previous work to develop an understanding of issues and opportunities for the local authority and its partners.

What are the key enablers to support this step of the process?



Securing appropriate resource to provide leadership, governance and project management.



What are the key outputs from this step of the process?



Realistic programme of meetings for steering group (and supporting project group)



Clear time-framed programme that will ensure that Stage 2, 3 and 4 activities take place in the right order and are given sufficient time and resources



Committee report setting out the strategic approach and seeking approval to progress to Stages 2, 3 and 4.



Vision statement showing shared local outcomes



Draft local strategic objectives and contribution towards outcomes for further refinement in Stage 2

Further guidance, materials and case studies

 Example Strategy – Bristol City Council Sport and Physical Activity Strategy 2020–2025

Stage 1 Case Studies

1. CV19 – A moment to pivot review – Greater Manchester Chief Executives

Stage 1

Case study 1

Greater Manchester
Moving > ^ < v

Greater Manchester Chief Executives Group

CV19 – A moment to pivot review

Description of SOPG-related work

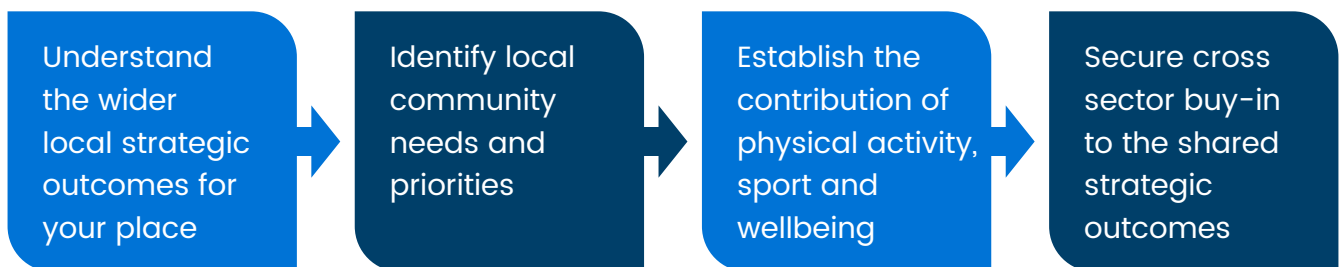
Greater Manchester Chief Executives commissioned a Build Back Better Review to achieve two aims:

1. To sustain the public sector leisure infrastructure through the pandemic and beyond.
2. To maximise the future contribution of the leisure providers to the population health picture in Greater Manchester (GM) as we seek to Build Back Better.

This case study describes how stakeholders across the Greater Manchester system were engaged to support the review, which was commissioned to work towards the shared GM Moving ambition.

Relevant stages/ steps

- A. Develop an understanding of the wider local strategic outcomes for your place.
- B. Using a cross sector approach, identify local community needs and priorities.
- C. Establish the contribution physical activity, sport and wellbeing can make to achieve local strategic outcomes.
- D. Secure 'buy in' to the shared local strategic outcomes by cross-sector stakeholders.



Activity and output

1. Core strategic information on GM Active Partners and GM Moving stakeholders was collated to support the review, including examples of best practice and commissioned projects with the potential for growth across clusters in GM.
2. A broad programme of stakeholder consultation was conducted with commissioners responsible for leisure and directors of public health in the 10 local authorities to identify the challenges and opportunities ahead. This engagement was used to shape the plan for engagement with the delivery partners.
3. Delivery partners from the 11 leisure trust organisations in GM were consulted to identify their challenges, potential synergies, short term and longer-term opportunities for recovery and to Build Back Better.
4. In line with the Greater Manchester whole-system approach, consultation also involved strategic leads in the GM Health and Social Care Partnership, 10 GM (Voluntary, Community and Social Enterprise Sector), GreaterSport, GM Combined Authority and Sport England.
5. The review process identified a number of deliverable short-term interventions that could be mobilised within 12 months to sustain the leisure infrastructure and contribute further to population health.
6. Several longer-term opportunities (12–36 months) were identified to meet the two aims of the review as well as propel GM towards their future vision for leisure.

7. An action plan was developed with the project working group to assign internal leads and establish the immediate actions required to kickstart or progress each workstream.
8. The resourcing required to activate six priority recommendations was developed in greater detail for the 10 local authority chief executives.

Outcome

- The cross-system conversations and exploratory workshops highlighted the key challenges for the sector and helped to articulate the future vision and direction of travel for public sector leisure in Greater Manchester.
- As an aspiring Marmot City Region, the 10 authorities of GM share common strategic objectives to tackle health inequalities. The review explored several opportunities to achieve this through cross-border and cross-system collaboration whilst retaining the local control required to bespoke services to meet local community needs.
- The review identified a package of workstreams that will support GM to advance their vision to pivot the public sector leisure towards a greater focus on health and wellbeing.

Stage 1 Key learning

- Consultation took place with representatives from the whole system including local authority commissioners, health and social care commissioners, local pilots and GM Active partners. This enabled co-produced opportunities to support the GM leisure infrastructure and contribute to wider population health.
- Project sponsorship and leadership by the Chief Executive of Tameside Council, Steven Pleasant, enabled the emerging vision to be embraced across GM and to secure 'buy in' from key decision makers.

“ Our vision is to change lives through physical activity and sport and help to make Greater Manchester the most active region in England.”

Greater Manchester
Moving > ^ < v

Understand your community and your place

Stage 2



Stage 2

Understand your community and your place

Identifying current barriers to participation and opportunities for behaviour change in a place will inform where future interventions will make the biggest sustainable impact.

Covid-19 has led to significant changes in behaviour with restrictions in place and through the recovery period and beyond, understanding the opportunities to build on and maintain positive behaviour change should be considered.

Taking time to understand what contribution the wider physical environment and infrastructure in a place can make is important and has been recently highlighted through the pandemic. Investment in infrastructure such as recent government investment in cycle lanes can enable even more people to get active through active design.

Bringing all the elements developed to date together to identify a 'current state position' for a place is a valuable exercise particularly in light of Covid-19. This supports a needs analysis that can be used by a local authority and its partners to identify where they want to be in the future – possibly as part of a 'reset' or to build back better in their place.

This will enable tangible objectives to be identified that contribute towards wider local strategic outcomes in a place and provide the foundation to support the development of asset-based interventions – physical and social.



Step 2A

Gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change



A Gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change

B Consider the contribution from the wider physical and social environment

C Establish where you are now and where you want to be in the future

D Agree the objectives needed to contribute to shared local strategic outcomes

Why is this step important?

Using the initial research and consultation from Stage 1, further work may be required to better understand specific barriers and issues in a local place. It can define the underlying causes of lower levels of physical activity within particular communities, areas or target groups. This could include the particular impact Covid-19 has had on activity levels in communities.

Considering the wider whole system with partners such as education, health, adult social care and youth offending can enable a more joined up response to tackling longstanding barriers and inequalities faced by specific groups in the community.

What are the key elements that could be considered for this step?

i) Research specific local barriers experienced by identified target groups and communities

Following the research and consultation in Step 1B, further engagement will be necessary to understand in detail particular issues and barriers to participation impacting on behaviours. The approach to how further consultation is undertaken should depend on the audience. The size of the sample needs to be sufficient to ensure it is representative of the local community.

Target group representatives could be invited to attend a focus group or a consultation meeting, ideally where these communities would regularly attend other activities or sessions.

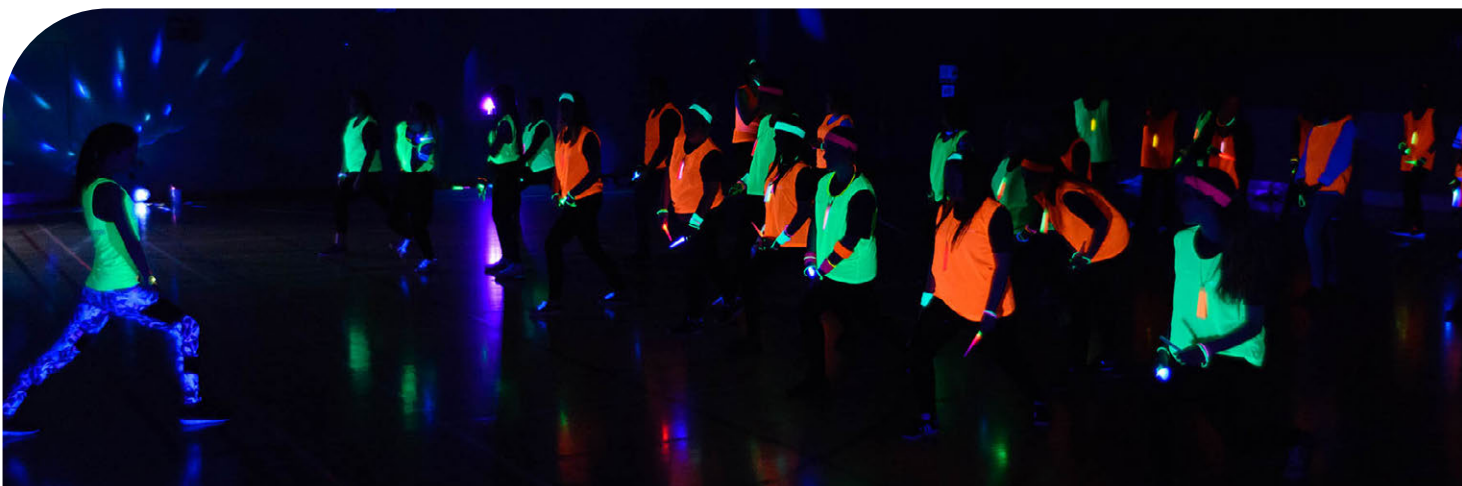
Working with community workers, housing officers and third sector community leaders can facilitate bringing groups together and establish the context for the consultation. Exploring issues which were cited and highlighted through Stage 1 will develop greater understanding of what impacts on their lives and participation. This will present a chance to explore potential solutions that are developed 'bottom up'. For example:

Potential issues and barriers

- Confidence
- Motivation
- Age
- Injury and illness
- Awareness
- Family and childcare commitments
- Time
- Affordability
- Physical Environment

Potential target group representatives

- Young single parents
- Disabled people and their carers
- Young people aged 16-24 from a BAME community
- Socially isolated elderly people
- Existing active users of clubs/schools/facilities



Questionnaires or surveys could be completed by target group representatives to provide an alternative cost-effective means of engagement. Suggestion boxes in community settings can also work to provide anonymous feedback and may drive alternative comments. Web pages with comment boxes can also provide a useful source of feedback to a wider audience.

ii) Identify possible opportunities to support behaviour change

Working with cross sector partners who have a real interest in supporting particular target groups within a local community is ideal. It can provide insight and create opportunities to identify a more joined up approach to tackling longstanding barriers to participation. This may be through leveraging existing local networks but may also be creating new relationships and partnerships.

There are also a number of published research guides that will provide evidence that supports behaviour change in relation to levels of physical activity, sport and wellbeing. This will help gain an understanding of the wider barriers and motivators that impact on participation. This evidence can provide a useful context in which to examine specific issues and share common themes. Creating a long list of potential opportunities for behaviour change can be beneficial as an output from the consultation and research. The refinement of this takes place in Stage 3 - Interventions.

What are the key enablers to support this step of the process?



High quality data and analysis from Stage 1



Continued engagement with community groups and stakeholders in regular contact with target groups and communities



Working closely with cross sector partners



Building trust and showing commitment to those parties engaged in this step

What are the key outputs from this step of the process?



Key findings from further research



Prioritised ideas, opportunities and potential long list solutions to support behaviour change



Regular communications showing progress and how target group and stakeholder input is shaping future policy decisions and programming

Further guidance, materials and case studies

- [Sport England Research Guide](#)
- [Sport England Understanding Audiences](#)
- [Tackling Inactivity – What we know: Key insights from our Get Healthy Get Active pilots](#)
- [Applying Behaviour Change Theories – Real World Examples from the Get Healthy Get Active Projects](#)
- [Measuring Impact – Social and Economic Value of Community Sport and Physical Activity](#)
- [Coronavirus – Research into how the coronavirus crisis has affected people's activity levels and attitudes towards exercise](#)
- [Sport England – Data \(Active Lives\)](#)



Step 2B

Consider the contribution from the wider physical and social environment



Why is this step important?

The environment where people choose to be active can be any place or space. Covid-19 has highlighted the full value of parks and open spaces in supporting recovery. How the whole physical environment is described and designed can have a significant impact on behaviour. This is in terms of how the environment is used but also how it is perceived by the community so it is important to explore your local place and its neighbourhoods in detail.

This place-based thinking around the strategically planned physical environment is termed active environment and it can in itself encourage physical activity and drive impact on local strategic outcomes.

What are the key elements that could be considered for this step?

i) Understanding the local area

Often different parts of a local area, such as parks, streets, leisure facilities, civic space and schools, deliver in silos and are not 'joined up' as a neighbourhood offer.

An active environment can be anywhere in the local area; homes, streets, parks, leisure and community centres and schools are all integral elements.

It should explore these aspects:

- **Physical** – the actual environment, its characteristics, design and how it may have positive or negative impacts on how people use that space (including perceptions)
- **Social/activation** – the activity that takes place in that environment including events and campaigns.

Mapping particular needs and priorities of a local place against the active environment can identify opportunities to contribute to increased participation in sport and physical activity as well as wider local outcomes.

For example, physical design principles like co-location, walkable neighbourhoods and integrated cycle networks can be implemented to drive community cohesion and social development. Activation such as parkrun or community run programmes can further boost physical activity in a space, particularly when targeting certain groups. Covid-19 has highlighted the seasonal opportunities to maximise participation.

Finally, understanding how these environments work together collectively to provide a seamless journey for the user through active travel will ensure the active environment is more than the sum of its parts.

ii) Existing stakeholders who have an interest in the active environment

Working with existing stakeholders who have an interest in the active environment could provide you with the resources needed to explore particular opportunities further.

They could work in planning, regeneration, placemaking, parks and open spaces or street scene etc.

What are the key enablers that could be considered for this step?



Support from the stakeholders with an interest in the active environment

What are the key outputs from this step of the process?



Map of existing and future environments with associated physical activity, sport and wellbeing activation opportunities

Further guidance, materials and case studies

 [Active Design Guide](#)



Step 2C

Establish where you are now and where you want to be in the future



Why is this step important?

It is now possible to identify a 'current state position' for a place using the work completed to date. This will then enable your organisation to identify where it wants to be in the future and what interventions can be developed to contribute to local strategic outcomes.

This process can be very powerful in communicating the current strengths as well as where opportunities for improvement lie. Covid-19 has highlighted for many local authorities and their partners the need to consider a review of their strategic approach and this step can play a key role in shaping the future.

This paves the way in the next stage for what interventions can enable achievement of the strategic objectives and contribute to local strategic outcomes.

This is often summarized in a user-friendly needs analysis document at the end of this step.

What are the key elements that could be considered for this step?

i) Consolidate your research and analysis

Bringing all the elements developed to date together into a succinct, easy-to-read document can support the communication of the developing strategic approach and present needs-based evidence to shape future policy decisions, funding applications and investment.

Some local authorities and their partners have called this document a 'needs analysis'. The detailed analysis and supporting information can be provided in a supporting document or appendices. There is a risk that too much information is provided and the target audience is overwhelmed by data, so key core content must be presented to make the biggest impact.

As a guide the needs analysis document may be structured as:

1. Introduction

- Strategic vision
- Scope of the study

2. Background

- Introduction
- Physical activity and its benefits
- Campaigns to increase participation in physical activity, sport and wellbeing
- Physical activity rates
- Demographics
- Priority groups for the needs analysis
- Existing physical activity landscape
- The purpose of the needs analysis research
- What enables behaviour change?
- Known attitudes towards physical activity

3. Consultation

- Methodology
- Online survey findings
- Street interviews findings
- Stakeholder consultation findings
- Focus group findings
- Summary findings and analysis



4. Barriers to participation

- Target groups
- Physical environment
- Social environment

5. Opportunities

- Introduction
- Confidence
- Motivation
- Age, injury and illness
- Awareness
- Families and childcare
- Time
- Affordability
- Physical environment

6. Summary

7. Considerations for a strategy

- Introduction
- Potential solutions to meet physical activity needs
- How will the changing population impact future provision?
- Areas for further exploration

Appendix A: Participation rates

Appendix B: Demographic profile

Appendix C: Sport and physical activity provision

Appendix D: Consultee list

It is important to remember that this step of the process focuses on identifying the priority areas that need to be addressed linked to the wider local strategic outcomes which physical activity and sport can contribute to.

Many local authorities are using this opportunity to redefine their focus from 'leisure' to 'wellbeing' to support the future re-prioritisation of resources.

This step does not explore solutions on how to address these gaps. This will be developed in Stage 3 – interventions.

ii) Identifying a long list of priority areas to address in the future

The potential opportunities highlighted in the needs analysis can be developed into a long list of draft priority areas to support addressing the barriers, issues or gaps. This step should cross reference the areas mapped in Step 1C as well as using insight from Steps 2A, 2B and 2C to help shape the long list of priority areas.



What are the key enablers to support this step of the process?



Establishing a project team to complete the needs analysis



Securing support, time and resources for this process from the steering group

What are the key outputs from this step of the process?



Needs analysis report



Long list of priority areas to address gaps and inequalities, issues and opportunities



Step 2D

Agree the objectives needed to contribute to shared local strategic outcomes



Why is this step important?

Developing a clear set of evidence-based strategic objectives, will help articulate a clear policy position for the local authority. It will help shape the local authority and its partners' approach to the active environment, exploring and selecting asset-based interventions – both physical and social in the next stage.

By taking senior stakeholders on this journey, there will be a growing enthusiasm and understanding of the potential impact physical activity and sport can have on a place and its wellbeing.

What are the key elements that could be considered for this step?

i) Undertake an exercise to identify strategic objectives

The steering group should now consider the relative importance of a long list of potential strategic objectives which have emerged through the previous stages. This prioritisation exercise can be supported using agreed evaluation criteria, which is often based around the extent to which:

- the objective is addressing an evidenced need in a community that is experiencing inequalities and barriers preventing regular physical activity
- the objective can be delivered sustainably
- the objective supports wider local strategic outcomes in a place
- the objective can be measured, monitored and evaluated in a cost-effective way.

Covid-19 has placed significant pressures on local authority budgets and this will inevitably result in some difficult decisions having to be made.

It may well be that some current priorities are no longer affordable, important or relevant and thus will not be taken forward. This could result in decommissioning those interventions and reallocating resources to greater priorities as part of Stage 3. This is normal and should not be avoided. The evidence developed will be able to provide strategic leaders with the reason why they wish to stop supporting a particular intervention.



What are the key enablers to support this step of the process?



Needs analysis as an evidence base



Clear and consistent evaluation criteria

What are the key outputs from this step of the process?






List of clear objectives with supporting evidence available as required



Sign off from the steering group

Further guidance, materials and case studies

-  [A Sport and Physical Activity Strategy for Bristol City 2020-2025](#)
-  [Active Westminster- Physical Activity, Leisure and Sport Strategy 2018-2022](#)
-  [Manchester's Sport and Physical Activity Strategy 2019-2028 \(MCRactive\)](#)

Stage 2 Case Studies

1. Bristol City Council Sport and Physical Activity Strategy
2. Waltham Forest Council - Mini Hollands

Stage 2

Case study 1



Bristol City Council (BCC)

SOPG Diagnostic, Sport and Physical Activity Strategy and Business Case

Description of SOPG-related work

A diagnostic exercise was undertaken using Sport England's Strategic Outcomes Planning Guidance (SOPG) to identify how BCC could secure a sustainable future for its leisure services and align them to the City's overall One City Plan.

Relevant stages/steps

- A.** The SOPG diagnostic exercise was used to identify the additional work the Council needed to undertake, building on work to date, and was followed by a number of additional workstreams including:
- B. Stage 1 and 2:** Development of a needs assessment and development of a high-level physical activity, sport and wellbeing strategy
- C. Stage 3:** Development of work to support a future leisure investment strategy and development of a management options appraisal
- D. Stage 4:** Development of work to support a future outline business case.

Activities and outputs

Key outputs of the initial diagnostic work included the development of a brief advising the Council on future work needed, an idea on a future programme and an indicative budget for future consultancy work.

The Council then selected a consultant to support them through open competition and subsequently, with light touch input from the consultant, developed a needs assessment to support the workstreams. Based on the needs assessment, BCC commissioned a high-level physical activity, sport and wellbeing strategy for Bristol.

The development of the strategy was informed by subsequent workshops with over 30 key stakeholders from across the City.

Following the development of work to help inform a future leisure investment strategy BCC and their consultants undertook work to support the development of an outline business case for the future of the leisure service in the city.

Outcome

The Council developed a clear direction of travel to support its new Sport and Physical Activity Strategy, with a renewed collective focus on partnership working. This led to the development of a proposed four-stage implementation plan for the Council to realise their ideal procurement strategy.

Following the Covid-19 pandemic – this work is being used and further developed.

Testimonial

“ A methodical process underpinned by needs analysis. Bringing together lots of insight and evidence has enabled Bristol to clearly focus on the contribution that sport and physical activity makes towards achieving the city’s strategic outcomes. The identification of place-based interventions through the development of a Sport and Physical Activity Strategy and understanding our facility investment needs has supported Bristol in building a blueprint for future work. Our leisure consultants have supported us through this process bringing with them a range of disciplines and extensive experience. Engaging multiple stakeholders throughout they have been a pleasure to work with.”

Guy Fishbourne Sport & Physical Activity Development Manager

Stage 2 Key learning

- Bristol City Council and its partners used an evidenced-based approach to establish a clear understanding of need across the City. This supported a collaborative process to develop a Physical activity, sport and wellbeing Strategy, clearly identifying strategic objectives and how they can contribute to local strategic outcomes.
- Building in time to engage with key stakeholders and explore opportunities for collaboration, shared learning and development of shared objectives strengthens working relationships and optimises long-term use of resources across a place.

Stage 2

Case study 2



Waltham Forest Council

Mini-Hollands

Background

The London Mini-Hollands scheme was developed as part of the Mayor's Healthy Streets Approach with the aim of making target boroughs as cycle-friendly as Dutch equivalents.

The scheme is specifically aimed at outer boroughs of London, as they are more car-dependent than inner London. The scheme helps to promote active travel, improving residents' health, and reducing air pollution and risks associated with traffic.

The three participating boroughs, Enfield, Kingston and Waltham Forest were each awarded £30 million of funding to transform their local cycling and walking infrastructure.

Activities/outputs

The Mini-Hollands scheme aims at making cycling safer and more pleasant for residents in the participating boroughs. This is done through improvements of the local cycling infrastructure:

- Segregated cycle lanes
- Measures to calm motor traffic
- Cycle hubs
- Community bike rides
- Re-designed town centres.

The scheme also tries to improve local environments for walking by creating new pedestrian crossings and engaging public spaces with seating and green features, such as flowerbeds and trees.

The scheme is currently ongoing, with all interventions due to be completed by March 2021.

Outcomes

A study undertaken by Aldred et al. in 2019 shows an increase in active travel among those living in areas defined as 'high-dose' neighbourhoods. The study defines those areas that have undergone substantial changes to the local walking and cycling infrastructure as 'high-dose'.

Those living in high-dose areas were 24% more likely to have participated in past-week cycling at follow-up.

Furthermore, positive changes in views on local environments were recorded amongst those living in areas with interventions.

The study concluded that the interventions of the Mini-Holland scheme have a measurable early impact on the active travel behaviour of residents as well as perceptions of their cycling environment.

Stage 2 Key learning

- This active environment initiative linked to capital investment in active travel infrastructure highlights the broad range of opportunities to use insight to enable behaviour change and improved activity levels.
- The wide range of outcomes supported through this investment highlight the importance of the wider system to support physical activity and healthier lifestyles.





Identify how the outcomes can be delivered sustainably

Stage 3

Stage 3

Identify how the outcomes can be delivered sustainably

Having used insight to identify strategic objectives, the focus in Stage 3 is on what interventions will have the greatest impact on the strategic objectives to make the greatest contribution to local strategic outcomes.

By considering the active environment, facilities and service interventions across a broad range of place-based provision, this stage will identify the optimal and most sustainable mix of facilities and interventions. It is likely to require investment in resources, officer time and potentially external consultancy support. This up-front investment is valuable and will typically be recovered quickly following implementation.

Local authority commissioners may also wish to review the management model(s) being used to deliver their core physical activity, sport and wellbeing services. This will ensure they have the most acceptable, effective and efficient model for their local area and one that is sustainable and resilient in the future.

Finally, the development of key performance indicators (KPIs) will ensure policy makers and strategic stakeholders can monitor progress and take action when required to ensure interventions continue to have an impact over the long term.



Step 3A

Consider a range of facility and service interventions across the broad range of provision



Why is this step important?

Understanding the current range, status and condition of local provision, facility and service interventions is vitally important in light of Covid-19. How they collectively meet the identified needs, objectives and outcomes from previous stages will identify opportunities for improving the integrated offer within a place. Key elements to consider in the context of their location, age and condition, include:

- playing pitches
- outdoor sports and physical activity facilities
- school and community facilities
- the active environment, e.g.
 - infrastructure including walking and cycling routes/facilities
 - parks
 - open spaces
- sports and community clubs
- voluntary groups
- physical activity, sport and wellbeing programmes in
 - community venues
 - schools (primary and secondary)
 - care homes
 - GP surgeries and hospitals
- transport for the community to access programmes or places
- volunteer coordination
- events.

What are the key elements that could be considered for this step?

i) Identifying the resources and specific roles from the council, partners and external advisers to support the process

Working out what level of support is required from which stakeholders and partners as well as understanding the resources needed to undertake this stage will provide important context and boundaries within which to work.

This can feed into the local authority's committee and governance cycles to influence budgets and programming.

It is recommended that Stage 3 be formally project managed given the range of workstreams that may be running concurrently. This can be resource intensive so, if client resources are limited, the local authority and partners as appropriate may wish to consider some external project management support. Key activities where support is often needed include:

1. Audits of services and facilities
2. Consultation with stakeholders, user groups and the community
3. Commissioning of specialist strategies if required (new or updating):
 - a leisure-built/leisure and wellbeing investment (Including feasibility studies)
 - b playing pitches
 - c open space
4. Coordination of input from several departments within the local authority and other key stakeholders
5. Coordination with the leisure operator(s) to access key data and information to support workstreams
6. Workshops, member engagement and wider stakeholder communications.



ii) Exploring indoor and leisure provision

Undertaking a detailed audit of indoor leisure facility provision is vitally important. This is to identify issues and opportunities in relation to supply and demand and will support the exploration of key strategic issues and opportunities that will have been brought into greater focus as a result of Covid-19. This could include:

- facility investment
- facility repurposing
- rationalisation
- co-location/integration of blended services.

These must be carefully considered, based on the insight gained from previous stages and in light of the local strategic outcomes and objectives and short and medium-term financial position in light of Covid-19. Challenges around timing and budgets for co-location of organisations can potentially hinder progress and may not always be achievable. Our Assessing Needs and Opportunities Guidance (ANOG) can provide advice on possible approaches. Developing leisure-built facility strategies can support local authorities in identifying what their investment priorities are at a high level. They can also provide a strong evidence base in developing more detailed leisure and wellbeing investment strategies and supporting business cases informed by more detailed feasibility studies which are covered in Step 3B.

iii) Exploring open spaces and playing pitches

Local authorities are encouraged to have up to date and comprehensive Open Space and Playing Pitch Strategies. This is firstly to support their statutory planning role. Secondly, this is to provide clarity on the issues and opportunities and future actions to support active communities in a local area. Detailed guidance is available from us on how to commission and undertake this work.

iv) Exploring community and education facilities

Community centres, schools, higher education facilities, village halls, civic spaces and places of worship play a key role in providing local indoor infrastructure for active communities. Understanding what facilities are available, their location, offer and condition can support opportunities to improve access and quality of provision in a strategic way, working in partnership with these key stakeholders. This can also support the planning process linked to Section 106 developments and Community Infrastructure Levy (CIL) funding.



Undertaking a simple audit of community facilities and spaces can provide a balanced view of the potential additional indoor local provision. These facilities are often run by town councils, schools, places of worship as well as the local authority. Key areas to include in an audit include:

1. type of facility
2. ownership
3. management arrangements
4. core user groups
5. lease details
6. age and condition
7. opening times
8. programme
9. level of occupancy
10. contact details.

This process can identify and facilitate engagement with existing facilities that could be shared with the community but are currently not available. In particular, new school developments should be identified early to ensure that community use is 'designed in' at concept stage. This enables the facility mix to not only meets the needs of pupils but provide community access to indoor sports facilities and spaces and outdoor facilities. We provide guidance on designing community use facilities and community use agreements.



v) Consider the current mix of facilities and services and what changes are required to deliver strategic priorities and contribute to local strategic outcomes

Exploring the current mix of active environments, partnerships, facilities and services in light of the local authority's response to recovery from Covid-19 informed by its medium-term financial strategy (MTFS) to identify what is affordable in the future is encouraged. In supporting this the local authority should have:

- taken account of the impact of population growth and new housing developments which will impact on supply and demand for facilities and services
- explored opportunities for joined-up management, governance and co-location of services and whether there are opportunities for rationalisation of assets
- explored its approach to partnership working as part of a whole system approach with a view to further strengthening it
- considered service integration and rationalisation in response to their strategic approach to physical activity and sport which should have already been developed
- explored, if appropriate, if there are cross boundary opportunities for shared services or clustering of client or delivery functions and capability
- ensured there is a market or appropriate management models available for each aspect of the services within the optimal mix
- taken account of the local authority's obligations under the Social Value Act (2012).

If revenue savings are required in the future (particularly in light of the local authority's response to Covid-19), this can inform the focus of the Stage 3 work. Understanding the role and contribution of other providers in the locality is important to identify what market intervention would potentially be the most effective to support increasing participation in light of reduced resources. A mixed economy of provision will often be able to provide a more resilient supply of services to a place.

This stage considers the extent to which the existing physical activity, sport and wellbeing service can deliver the identified local strategic objectives and contribute towards local strategic outcomes in the context of significant financial implications on local government and the local economy as a result of Covid-19.

A list of potential service, partnership, facility and active environment infrastructure interventions to best support and deliver the above should be set out.

Service interventions might simply re-focus what is currently being delivered or may involve a more fundamental change of approach. This may be within an updated service specification, changes to existing in-house service delivery, or the use of facility revenue surpluses to deliver targeted neighbourhood outreach and service interventions.

Partnership interventions might identify the current effectiveness of partnership working and collaboration with a view to strengthening it as part of the local authority's strategic approach to collaborative leadership with its partners within the community.

Facility interventions might identify the need for new or refurbished/repurposed facilities or enabling greater community access to existing facilities.

All interventions must be considered within the capital and revenue parameters of the local authority and its stakeholders. The objective is to ensure the best outcomes are achieved through optimized use of limited resources available as a result of Covid-19.

Changes to the current service and facility mix are likely to have long-term revenue implications and need to be understood.

These need to be assessed and prioritised in order of which achieve the best outcomes and are affordable and sustainable.

To deliver or enable new service interventions, local authorities will need to consider:

- partnerships
- funding applications
- re-allocation of resources (decommissioning and commissioning)
- client capacity to commission and oversee such service interventions.

What are the key enablers to support this step of the process?

-  Resources to support the various work strands
-  Involvement and input from steering group
-  Positive relationship with current partner operator and wider partners to identify opportunities for investment, co-location or joint working
-  Assessing Needs and Opportunities Guidance (ANOG)
-  Existing planning work and use of planning tools
-  Condition Surveys of core facilities

What are the key outputs from this step of the process?



Scope of the review of capital and revenue interventions



Identification of resources required (internal and external) to support workstreams



Condition surveys of facilities in scope – mechanical and electrical and structural



Playing pitch strategy



Open spaces strategy



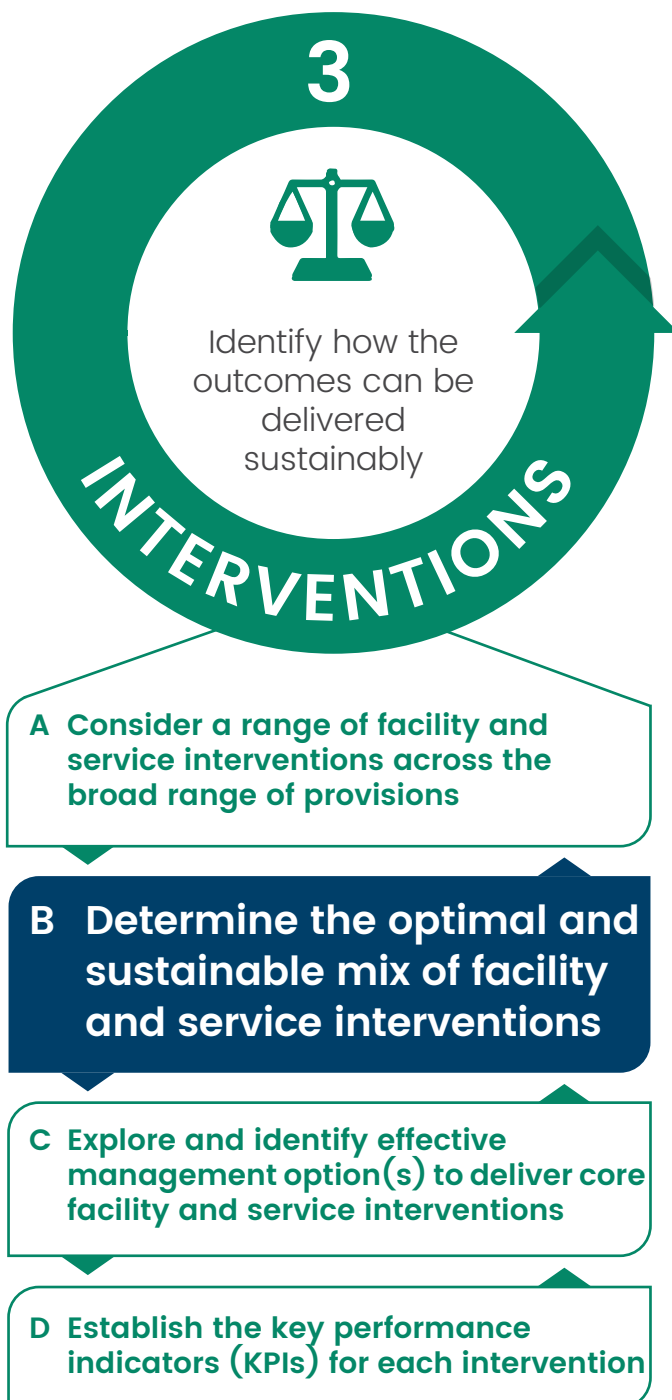
Further guidance, materials and case studies

- 📌 [Forward Planning Guide and Complementary Guidance](#)
- 📌 [Assessing Need and Opportunities \(ANOG\) Guide](#)
This guidance has very useful checklists on pages 26-27, 53-54 and 69-70, supporting the three-stage approach of ANOG.
- 📌 [Playing Pitch Strategy Guidance](#)
- 📌 [Playing Fields Policy and Guidance Document](#)
- 📌 [Active Places Power](#)
- 📌 [Facilities Planning Model](#)
- 📌 [Sports Facility Calculator](#)
- 📌 [Affordable Sports Centres Guidance](#)



Step 3B

Determine the optimal and sustainable mix of facility and service interventions



Why is this step important?

Step 3B focuses on refining the list of affordable and sustainable facilities and community-based outreach interventions as part of a broad range of local provision. This step will use insight, financial and non-financial evaluation to ensure that what is being proposed is fit for purpose, affordable and sustainable.

Key drivers for this step will often be primarily financial and this approach seeks to support a reasoned and evidence-based approach to optimize what resources are available as a result of Covid-19.

The service intervention element of this step is also vitally important and links to identifying what revenue-based services supporting active communities, such as community outreach or local grants to key partners, should be considered. This can be within and beyond facility management arrangements or separate and complimentary. Often a key ingredient for success is local collaboration and co-production rather than a top down intervention.

Taking account of the wider market's contribution to facility provision – e.g. private sector, education, third sector will be increasingly beneficial in identifying the right level of market intervention by the local authority.

Feasibility studies may need to be undertaken in this step for core wet and dry provision including sport/leisure/centres and/or repurposing provision to community health and wellbeing hubs.

What are the key elements that could be considered for this step?

i) Feasibility Studies for Capital Interventions

If capital investment has been identified as a priority, often specialist input from project managers, leisure consultants, architects, cost consultants and potentially other technical advisers, is required. A clear brief that explores all facility mix options (new build and/or refurbishment) at a high level is recommended, followed by an options appraisal to refine the list. This will focus limited resources on developing the preferred option.

A feasibility study typically includes the following elements:

Strategic position

- terms of reference
- community needs*
- key stakeholders*

Needs analysis

- demographic analysis
- supply and demand analysis, including competition analysis
- latent demand analysis

Current performance analysis

- impact on local strategic objectives and outcomes*
- user experience
- occupancy levels
- financial performance
- condition survey
- current maintenance costs

Site appraisal(s)

- planning assessment
- geographical locations and target communities
- consultation with planning, highways and transport authorities

Facility mix options development

- essential mix
- desirable mix
- site options linked to essential and desirable mix
- high level design/layout options
- high level indicative business plans for all options
- high level construction and development costs for all options

Facility mix options appraisal

- options appraisal to select preferred option(s)

Business plan

- income and expenditure
- fittings fixtures and equipment
- lifecycle and maintenance costs
- detailed construction and development costs
- funding and financing options

Construction procurement options

- options available
- options appraisal
- construction option recommendation and timescales

Recommendations and next steps

- recommendations
- implementation plan
- costings
- design development programme
- construction programme.

If Stages 1 and 2 have been completed comprehensively, the feasibility study can include a summary of those relevant findings. If not, it is recommended that these stages are revisited to present a solid basis for the ongoing work. These are highlighted with an asterisk*.

ii) Identifying the service mix

Using the evidence and insight developed in previous stages enables the identification of non-facility based interventions to support local communities whose needs cannot be met through core facilities.

Key considerations for this element include:

- the alignment with objectives identified in Stage 2
- the geographical locations and communities where services are to be targeted
- the scope and scale of intervention
- local community delivery capacity
- partnering opportunities
- the indicative resource requirements
- monitoring and evaluation

Assessing the relative resource implications of this service mix is important to ensure that sufficient resources are allocated to enable this aspect of the high-level service design and any co-production to support effective commissioning.

This can be further refined and explored in Stage 4 – Commitment through the business case. This may need to involve a range of stakeholders, particularly if services are to be co-produced by a number of partners, in the context of the management model selected, which will determine if the local authority plans and delivers services directly (in-house) or commissions it indirectly.

iii) Securing 'buy in' to the desirable optimal mix

It is recommended that the optimal mix of facilities and associated lifecycle costs, any proposed facility investment and services provision is presented to the steering group to consider and agree. The optimal mix is likely to include some, or all, of the following elements:

- active environment
- open spaces
- playing pitches
- leisure facilities
- partnerships
- community and education facilities
- development and community outreach and service interventions

This creates an opportunity to further reinforce the benefits of undertaking a more holistic approach with the steering group, prior to the consideration of the management model(s) (Step 3C) and development of key performance indicators (Step 3D).

It is important to note that these interventions can be refined and developed further in Stage 4, through the business case, but the overarching direction and provision should be approved at this stage.



What are the key enablers that could be considered for this step?



Securing support from key stakeholders in shaping service interventions



Specialist support for producing feasibility studies



Specialist support for co-designing/producing community outreach and service interventions

What are the key outputs from this step of the process?



Community outreach and service Intervention co-design



Feasibility studies



Management Options Appraisal



Committee report detailing optimal mix of facility and service interventions for approval to progress to Stage 4

Further guidance, materials and case studies

 [Active Places Power](#)

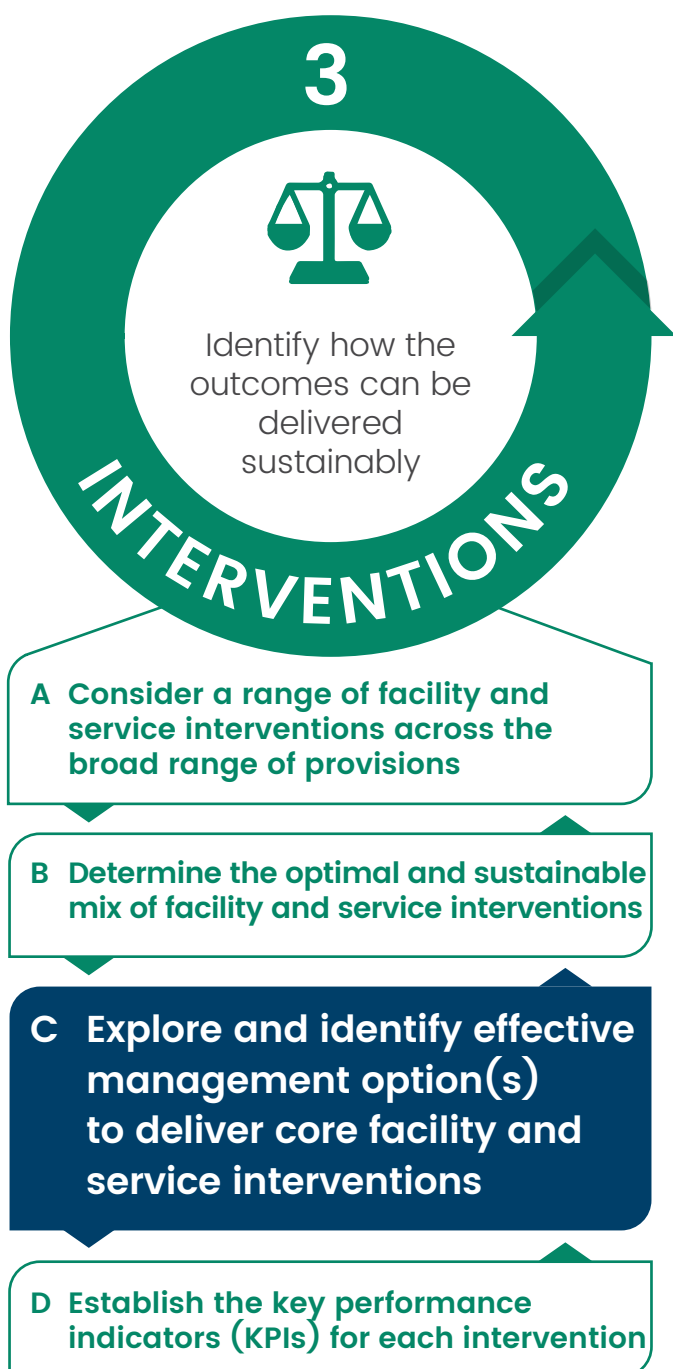
 [Facilities Planning Model](#)

 [Sports Facility Calculator](#)

 [Affordable Sports Centres Guidance](#)

Step 3C

Explore and identify effective management option(s) to deliver core facility and service interventions



Why is this step important?

The core management models to manage core leisure facilities and deliver outreach services supporting active communities are:

- in-house
- local authority trading company
- outsourced to an external partner.

Each of these models have specific features and fiscal advantages/disadvantages that will need to be explored in line with the local authority's policy and strategic objectives.

Key areas of difference between the models include:

- risk transfer
- financial performance
- client function
- control
- ability to cross-subsidise neighbourhood outreach services.

Some local authorities may already be partnered in a long-term agreement with a local leisure trust or have an existing operating long-term contract with an external partner operator with several years to run.



This stage is only relevant for those clients with the potential of implementing a new management model arrangement within three years.

Due to increased pressure on local authority funding exacerbated by Covid-19, reviews of management models are often seen as a key element of service review, but this needs to be balanced with the broader benefits and contribution to the wider corporate agenda.

Often the reaction to the need to reduce costs (e.g. as a result of Covid-19) results in an immediate focus on management options, when the first consideration should be on the facility and service mix.

Following the Leisure Services Delivery Guidance, a management options appraisal process will support a considered approach and optimise the potential of balanced financial and social outcomes.

What are the key elements that could be considered for this step?

i) Confirm the Council's legal position on Management Model Options and Procurement

The local authority may choose to confirm the legal options available to it through specialist legal advice should it wish to consider selecting an alternative management option in the future or extend current arrangements with its existing partner. This advice would enable the council to understand the relative legal risks of any route it is considering and whether procurement is required or necessary with regard to those options.

During Covid-19, there were examples where local emergency powers were given to local authorities to 'flex' procurement regulations to enable quicker decision making in emergency situations where service delivery has been disrupted.

ii) Confirming the Scope of Services for the Management Model Options Appraisal

The local authority will need to confirm the scope of the core services for which they want to include in the management model options appraisal. This should have been developed in the previous step (3B).

iii) Comparing the relative advantages and disadvantages of models

Each option has particular features, advantages and disadvantages. It is recommended that external independent advice is sought to explore this for local authority senior officers and members' consideration through a formal management model options appraisal exercise. The management model options appraisal should be bespoke and focused on a local authority's priorities for the service and thus the key areas of comparison should be adapted for that local authority. It will be important to base this exercise on facts and use this as an opportunity to address any perceptions or 'myths' about certain models.

iv) Undertaking a Management Model Options Appraisal

The local authority should undertake the following key steps:

- developing a shortlist of options
- financial modelling
- carrying out analysis of the options
- carrying out evaluation of the options.

An evaluation panel team can carry out the management model options appraisal. The panel is typically made up of:

- senior officers
- members including the service portfolio holder
- independent specialist consultants to provide technical guidance
- internal audit to ensure impartiality and transparency.

What are the key enablers to support this step of the process?



Full and clear understanding of Stage 1 and 3A and 3B



Independent approach to management options appraisal

What are the key outputs from this step of the process?

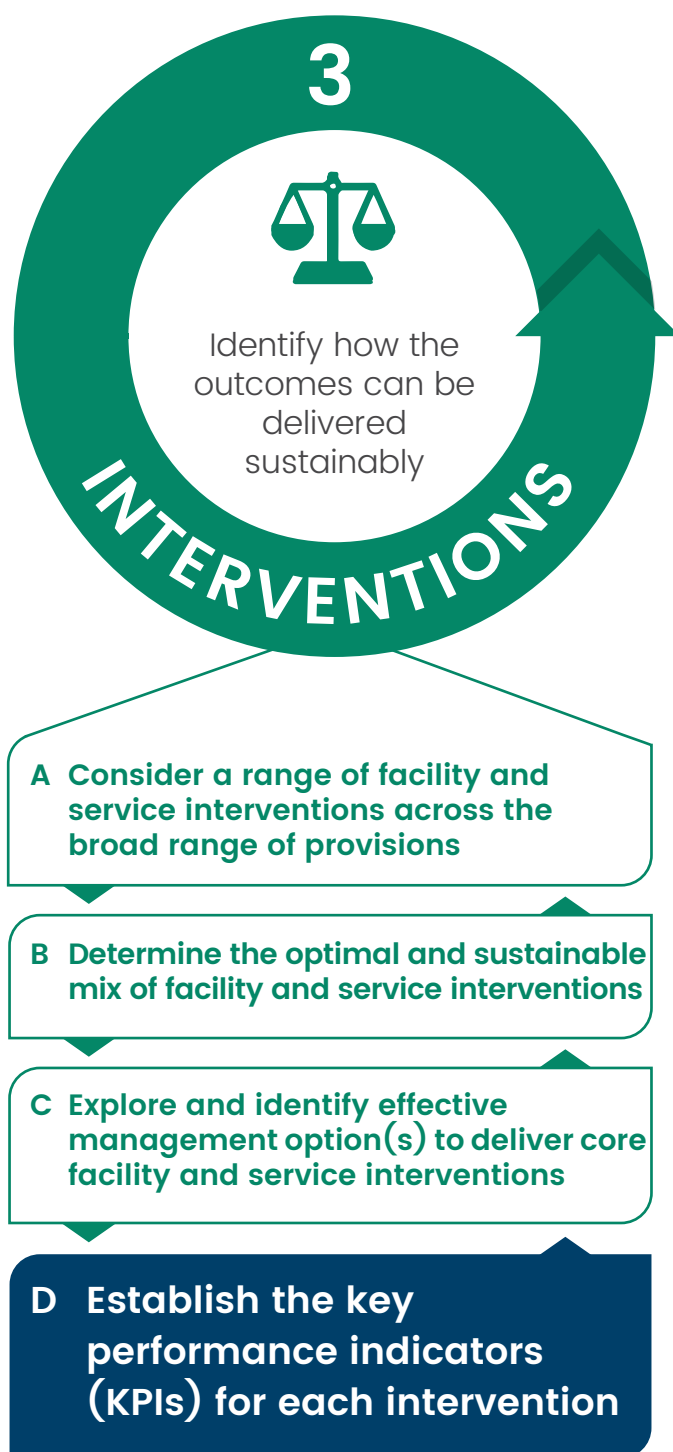
-  Management Options Appraisal
-  Scope of facilities and services to be included
-  Financial and non-financial evaluation criteria
-  Shortlist of options to be evaluated
-  Financial models of each option
-  Analysis of shortlisted options
-  Evaluation results
-  Recommendation of a preferred option

Further guidance, materials and case studies

 [The Outsourcing Playbook](#)

Step 3D

Establish the key performance indicators (KPIs)



Why is this step important?

Identifying a baseline position of current performance across your place is critical. Defining future targets to collectively work towards will provide a clear performance management framework to track progress. This can be used to measure the effectiveness of facility provision, partnerships, the active environment, community outreach and service interventions in supporting active communities.

This process will require an investment of time and resources, working closely with stakeholders and partners, to develop meaningful local and national KPIs (to support benchmarking and the sector feeding back to government) linked to objectives identified in Stage 2, and the optimal mix of facilities, community outreach and service interventions identified in Stage 3.

This will ensure that what gets measured and monitored is implemented and can be improved and adjusted over time to meet changing needs and priorities.

What are the key elements that could be considered for this step?

i) Development of KPIs with key stakeholders

The local authority and leisure operator partner(s) will need to refine and agree the overall performance management framework relating to their contract/management agreement/service level agreement.

This process should include a detailed examination of the KPIs to ensure both parties fully understand them. The leisure operator and other delivery partners should be able to confirm precisely how they are to be measured and reported. There should be a particular focus on those KPIs which demand a more sophisticated approach to measuring participation levels in less active or inactive sections of the community.

ii) Development of place based KPIs

Assessing the progress of key contributors to supporting more active communities in your place is also of real value. This can be specific to your local authority area or based on neighbourhoods. These could include KPIs which track:

- quality of parks and open spaces
- quality and utilisation of playing pitches
- numbers and relative 'health' of sports and voluntary organisations
- quality and numbers of community facilities made available to support active communities.

Key considerations are as follows:

- establish the baseline performance for the KPI (if a new KPI is selected, it may require additional data sources/partner support)
- set a realistic target to be achieved over a period of time e.g. one, two and three years, five years
- ensure core data can be collected consistently and efficiently to avoid resources being disproportionately focused on collection rather than analysis
- have a mechanism in place to test the validity of data being used at key intervals to ensure its integrity
- consider a review mechanism or progression of that KPI over time to support increased impact
- be prepared to adjust targets and understand the causal factors for a KPI which is not being achieved.

iii) Agreement of KPI's

The steering group should review and sign off the KPIs. It should check and challenge the link between the interventions, strategic objectives, local strategic outcomes and their associated KPIs to ensure there is a 'golden thread' or clear link running throughout. The group should also challenge the methods proposed to ensure they are robust and will provide effective monitoring and evaluation on a regular basis.

What are the key enablers to support this step of the process?



Positive relationships with key partners, in particular the partner operator, to access data



Practical and realistic KPI design process linked to a local authority's and partners' capacity and resources to monitor and report

What are the key outputs from this step of the process?



Agreed set of KPIs with clear links to interventions that support the strategic objectives



Agreed client-side resources required to support performance monitoring with partner agreement and commitment



Agreed approach for baselining new KPIs in partnership with the partner operator and other delivery partners

Further guidance, materials and case studies

 [A guide to developing a local outcomes framework for culture and sport](#)

Stage 3 Case Studies

1. Sheffield City Council
2. Barnet Council
3. Buckinghamshire Council, Chiltern Area

Stage 3

Case study 1



Sheffield City Council

SOPG diagnostic, Leisure Investment and Facilities Review, and business case

Description of SOPG-related work

- Review of Sheffield City Council's leisure and entertainment portfolio using Sport England's Strategic Outcomes Planning Guidance (SOPG).

Relevant stages/steps

- A.** In April 2019, a highly confidential review of Sheffield City Council's leisure and entertainment portfolio was conducted to explore a new vision for leisure and entertainment across the City. The internal review was supported by an assessment of facility investment opportunities for Sheffield's venues and a management options appraisal.
- B.** Building on the previous review of Sheffield's leisure and entertainment assets and services, an Active Sheffield Strategy was developed. The Strategy presents a bold and ambitious vision for Sheffield capturing the imagination of residents, businesses, visitors, partners, and stakeholders.
- C.** A key recommendation arising from the review of Sheffield's leisure and entertainment portfolio was the development of a Leisure Investment and Facilities Review to support the future transformation of the City's services.
- D.** The Leisure Investment and Facilities Review is based on a review of key needs and opportunities for investment into strategic leisure facilities, a review of indoor bowls facilities and golf courses across the City and a high-level vision for sports and leisure services for the next 10 year.
- E.** The strategic work is supported by the development of a Business Case for the transformation of Sheffield's leisure and entertainments facilities and services – building on the previously developed Leisure Investment and Facilities Review.

Activity and output

- 1.** A new and ambitious vision for the next 30 years, building on existing ideas and visions of the Council and key stakeholders
- 2.** Development of an Active Sheffield Strategy, establishing a clear policy position for the Council and informing strategic priorities for investment and partnership
- 3.** Visioning, Strategy, and Investment workshops with key stakeholders informing the development of a Leisure Investment and an Active Sheffield Strategy
- 4.** Facilities Planning Model review for Swimming and Sports Halls
- 5.** Detailed review of leisure assets and feasibility work on selected strategic leisure sites, informing the development of facility mix options for the Council to support sustainable delivery of leisure services moving forwards

6. Development of a Leisure Investment and Facilities Review for Sheffield following an extensive review of the City's leisure, entertainment and events assets and services
7. Development of a business case, building on the Leisure Investment and Facilities Review, for the transformation of facilities and services – including a review of management options for the Council.

Outcome

- The Covid-19 pandemic presents an opportunity for Sheffield to reflect on its sporting history and develop its future high-level Vision for an active city, building on the work undertaken.
- Sheffield City Council has established a clear and ambitious Vision for the next 30 years and an Active Sheffield Strategy to support future investment and policy decisions
- Sheffield's Leisure Investment and Facilities Review was reviewed, adopted by the Council, and is now supporting the development of a business case for the transformation of leisure facilities and services across Sheffield
- The Review has identified a package of sustainable development options for Sheffield's Council Members to consider.

Stage 3 Key learning

- The consultants supported Sheffield City Council in the development of a Leisure Investment and Facilities Review
- As recommended in the SOPG, the Leisure Investment Strategy is supported by a detailed review of leisure assets and facility mix options for the Council.

Testimonial

“ Sheffield City Council are embarking on an exciting journey to transform our leisure estate, improving sustainability and increasing the role that facilities play within communities.

Supported by consultants we have used the SOPG to ensure that our future plans are outcome focused and support the wider strategic outcomes of the Council and its key strategic partners. This includes the development of a Physical Activity Strategy which will set out the Council's approach to Sport and Physical Activity in the City.

In order to progress this work, it has been important to gain a clear understanding and insight of our current position, this work began with a review of our existing assets and their future investment needs. Consultancy input has been invaluable in supporting the Council to develop long term business plans supported by facility planning modelling and comparable facility performance. We are now testing a range of scenarios and exciting development options which will feed into our decision making processes during 2021.”

Tammy Barrass, Head of Partnerships and Projects (Culture, Parks & Leisure Service)

Stage 3

Case study 2

London Borough of Barnet

Services Specification and Performance Management Framework

Description of SOPG-related work

- In 2017, the London Borough of Barnet commenced procurement of a new leisure management contract which included an objective to ensure that: 'Public health outcomes are reflected within a new leisure management contract, through a holistic approach that is not specific to interventions.'
- As part of this, a key element was to develop a performance management framework that would demonstrate the 'measurable contribution from physical activity, sport and wellbeing to the health and wellbeing of the residents of Barnet'.

Relevant stages/steps

- A. Stage 2C:** Establish where you are now and where you want to be in the future.
- B. Stage 2D:** Agree the objectives needed to contribute to shared local strategic outcomes.
- C. Stage 3:** Identify how the outcomes can be delivered sustainably.
- D. Stage 3A:** Explore and identify an effective management model.
- E. Stage 3D:** Establish the key performance indicators.

Activities and outputs

1. Designed a procurement process and developed contract documentation which included a performance management system that would enable the provider to demonstrate their contribution to local strategic outcomes across all aspects of the service.
2. Linked the local strategic outcomes to the national Public Health Outcomes Framework, reflective of indicators.
3. Recognised a whole system approach which identified the role of leisure in supporting health and wellbeing.
4. Determined approx. 33 indicators across four health outcomes including an additional domain relating to performance and improvement.
5. Created a system which includes indicators, outcomes, performance standards and measures (KPI).
6. Compiled baseline data that supports each indicator.
7. Identified targets for each indicator at agreed timescales.
8. Applied a percentage weighting against each indicator, priority indicators are included as part of a commercial scorecard.
9. Utilised benchmarking to support relative performance against family groups and nationally.
10. Developed a reporting mechanism, e.g. dashboard, to support decision making and partnership working.

Outcomes

- London Borough of Barnet developed a Services Specification that is built around four headline public health outcomes, and their corresponding public health objective, linked to the national Public Health Outcomes Framework, and a fifth domain of performance and improvement linked to service delivery, quality assurance and continuous improvement.

The five domains are:

1. Wider Determinants of Health
 2. Health Improvement
 3. Health Care and Prevention
 4. Health Protection
 5. Performance and Improvement.
- The five outcomes are supported by approx. 33 indicators which include inactivity, excess weight, prevention and management of long-term conditions, such as recorded diabetes, support for carers and those cared for.
 - As part of the procurement process, bidders were required to complete a series of method statements which related to each domain areas and the corresponding indicators. This is a less traditional approach compared to submitting 10 methods statements which can often relate to more operational aspects of service delivery.

- The leisure management contract enables the provider to demonstrate the contribution to outcomes across all aspects of the service, removing expectation for additional funding for targeted initiatives and the importance of considering this as part of a standard delivery model.
- This is linked to the four domains of the national Public Health Outcomes Framework and a fifth domain of performance and improvement linked to service delivery, quality.
- This approach has contributed to early successes which include the introduction of a Borough wide 'Fit and Active Barnet' (FAB) Card which coincided with the launch of a FAB Campaign in July 2018 and a digital FAB Hub, offering information, advice and guidance on health and wellbeing. Within 10 weeks of the campaign launch 9000 residents had signed up for the FAB card and as at March 2020 over 27,000 residents were registered.

Local authority contact

**Cassie Bridger, Assistant Director:
Greenspaces & Leisure**

Stage 3 Key learning

- Barnet Council, using a joint commissioning approach through public health and other directorates, identified an outcomes-based approach to its leisure contract to support its Public Health Outcomes Framework.
- The KPIs that were developed are supported by an agreed approach to baselining and setting clear targets.
- Performance management and continuous improvement was embedded into the overall approach to commissioning.

Stage 3

Case study 3



Buckinghamshire Council, Chiltern Area

Strategic Outcomes Planning Model

Description of SOPG-related work

- The initial driver to commence the planning model was the need to develop The Chiltern Lifestyle Centre, a new state-of-the-art leisure and community facility in Amersham to replace the existing Chiltern Pools and Gym.

Relevant stages/steps

- A. Stages 1-4:** In order to understand the current and future facility and service requirements for Chiltern in relation to physical activity, sport and wellbeing, the consultant undertook a full SOPG review
- B. Stages 1-4:** The review was undertaken to ensure any future investment into facilities and services will directly impact the delivery of the Council's local strategic outcomes and priorities.
- C. Stages 1-4:** Whilst the planning document is aimed at the district as a whole, because of the Council's priority to replace Chiltern Pools and Gym, there has been a specific focus on Amersham.
- D. Stage 2:** The planning model considered the local and national context, under-represented groups, health priorities in the area, consultations findings, identification of key stakeholder groups, outlined facility interventions required, design options and business models.
- E. Stage 3:** The facility mix will include: a 160 station fitness suite with four studios, a spa, an eight-lane 25 metre swimming pool, a diving/teaching pool, a children's splash pad area, soft play, clip and climb, a four badminton court sports hall, squash courts, a climbing wall, library, café area and community centre.

Activities and outputs

- **Stage 1** – Considerable collaboration and consultation between stakeholders from the youth centre, library, and community centre to ensure that their requirements, both facility and service, were fully considered in the vision and planning of the new Lifestyle Centre. This resulted in a 'street' design through the Lifestyle centre that connects all facilities with a social area and café. This will encourage connections between people using different parts of the building, and also attracting users into new activity areas.
- **Stage 2** – Insight focused on those residents most in need that were not taking part in physical activity within the Chiltern area and how new service provision could influence their attitudes and the barriers they faced. Small focus groups were held with a variety of groups; older people, young families and older children to understand in detail the issues they faced.

- **Stage 3** – The service interventions stage was developed in parallel to the procurement of an operator to manage the new Lifestyle centre. Whilst the service interventions were developed from the insight gained from Stages 1 and 2, the timing was such that the prospective operators were challenged to set out their approach to increase activity levels and work with stakeholders of the Lifestyle Centre as part of their tender submission. This led to the relevant service interventions forming part of the Services Specification and commitments by the preferred operator subsequently, becoming their KPIs. This has provided a clear thread between strategic outcomes through to the operator KPIs which can be monitored and reviewed on an on-going basis.

Outcome

- The report has been successfully submitted and signed off by the Council and Sport England and a successful expression of interest was submitted in summer 2019. A £1.6m capital fund application was secured from Sport England. Since working on the SOPG, the consultant was appointed to manage the procurement process for an operator of the new Chiltern Lifestyle Centre, which is in progress.
- The Council is working towards a completion date of the new Chiltern Lifestyle Centre by 2021.

Testimonial

“ In 2018 the consultant was commissioned to deliver a Strategic Outcomes Planning Guidance Report for Chiltern District Council, the driver for the planning model was the need to develop the Chiltern Lifestyle Centre, a new state of the art leisure and community facility in Amersham. The final SOPG report has resulted in a successful EOI submission to Sport England, and £1.6m grant secured. The consultants did a great job of pulling together the Strategic Outcomes Planning Guidance Report which was instrumental to securing the grant.”

Paul Nanji, Leisure and Communities Manager

Stage 3 Key learning

- The facility mix for this leisure and community facility was established after careful consideration of the national and local context, local health priorities and shaped through detailed consultation.
- The design of the facility has been influenced by multiple stakeholders to optimize the impact of the facility and support behaviour change. This was driven by the input from future users: older people, young families and older children.



Secure commitment to strategic approach and delivery of outcomes

Stage 4

Stage 4

Secure commitment to strategic approach and delivery of outcomes

In light of Covid-19, many local authorities and their partners are revisiting their approach to leisure services and facility provision and in many cases will be prompted by the crisis to fundamentally realign services to protect priority local provision.

This may necessitate facility rationalisation and investment.

Some local authorities are exploring transforming traditional leisure provision towards community wellbeing hubs and more targeted interventions. This is often combined with a more collaborative partnership-based approach linked to a mixed economy of provision.

This final stage provides a holistic and comprehensive view of the local authority's strategic approach and the associated financial and resource implications.

It brings together all the key outputs from previous stages into a business case. This stage will provide clarity and confidence that implementation of the proposed mix of provision, facilities (and any investment), neighbourhood outreach and service interventions is affordable, achievable and sustainable.

Linked to this is identifying how any strategic approach will be overseen and supported through a fit for purpose governance structure. This will include the monitoring and evaluation of facility operational performance, support for and effectiveness of partnerships, neighbourhood outreach and service interventions.

The Leisure Services Delivery Guidance will provide support in establishing an approach to oversight and governance.

A key step in this stage is the identification of resources to support implementation. This could relate to governance arrangements, role of client/commissioner, external or additional internal support for project managing facility developments, commissioning services, service redesign/transformation and specialist support to support any change of management model.

This approach will enable the local authority, leisure trust or Active Partnership to confidently move towards implementation of its strategic approach having secured stakeholder commitment and 'buy in' from its elected members.

Step 4A

Agree a sustainable and effective business case



Why is this step important?

Developing a comprehensive business case, which brings together previous stages, will provide robust evidence for final review and agreement to implement the strategic vision and approach. The business case needs to satisfy a case for change and optimise value for money in terms of economic, social and environmental benefits. It needs to be financially viable and achievable.

What are the key elements that could be considered for this step?

i) Business Case

The business case will be informed and supported by the elements completed in Stages 1-3:

- a clear evidence base
- cross sector engagement and commitment
- local insight
- approach to partnership working
- optimal range of facility and service interventions (possibly proposed facility investments/rationalisation decisions)
- clarity on management option
- client/commissioner role for implementation and monitoring.

There should now be no new elements to consider at this point prior to implementation.

Key elements of the business case need to be tailored and can include:

1. Introduction and background

2. Strategic approach

Outlines overarching strategic context including:

- summary of local insight
- summary of local strategic plans/ of key partners
- key drivers for the organisation
- vision
- local strategic outcomes
- local strategic objectives
- Action Plan and KPIs.

3. Economic impact assessment

Demonstrates that the proposed interventions will provide value for money in terms of:

- direct impacts e.g. number of jobs created
- indirect impacts e.g. number of jobs created in the supply chain
- induced impacts e.g. spending by the people employed on the project.

Our Economic Value of Sport Indicator provides useful guidance and information.



4. Commercial case for Investment in facilities (if relevant)

Sets out an affordability picture based on:

- state aid issues
- risk assessment and mitigation
- capital projects – whole life costs
- management options appraisal*
- management model proposed*
- procurement strategy (if applicable)*
- capital funding and borrowing calculations
- revenue business plan(s) including projected costs of a leisure management contract (if applicable)*.

5. Commercial case for Investment in revenue based service interventions (if relevant)

Sets out an affordability picture based on:

- budgetary considerations
- risk assessment and mitigation
- management model proposed
- procurement strategy (if applicable)*
- revenue business plan(s).

6. Delivery plan

Highlights the practical steps required to achieve the agreed approach, including:

- programme management/project management arrangements and resources*
- procurement process (capital projects and management models if applicable)*
- timetable and key milestones*
- programme of workstreams*.

7. Summary and recommendations

Detailed items such as a needs analysis, physical activity, sport and wellbeing strategy, financial modelling, cost plans, designs etc. can be included as an appendix.

These sections with an asterisk (*) are covered in detail in our Leisure Services Delivery Guidance.



What are the key enablers to support this step of the process?



High quality data and analysis from Stages 1, 2 and 3



Direct involvement from local authority finance team to ensure compliance with financial regulations and standing orders



Securing time and resources from the steering group, using external consultant support if required

What are the key outputs from this step of the process?



Full Business Case



Step 4B

Identify resource requirements to support implementation



Why is this step important?

Looking ahead to implementation of any service or facility interventions the local authority and partner(s) may require additional internal and external specialist support, depending on the future workstreams that are being considered. Additional support needs to be carefully explored and costed and built into the business case.

This step is covered in detail in the Leisure Services Delivery Guidance.

What are the key elements that could be considered for this step?

i) Resources and support

Additional support may be identified for:

- project management of facility developments (if applicable)
- procurement support for outsourcing services (if applicable)
- planning service redesign of transformation (if applicable)
- commissioning services (if applicable)
- developing partnership arrangements
- developing new service specifications and related performance management frameworks.

What are the key enablers that could be considered for this step?



Direct involvement of budget holders



Specialist support to scope workstreams and cost external support

What are the key outputs from this step of the process?



Committee Reports (or equivalent) for review and agreement by the local authority



Step 4C

Secure stakeholder commitment and move to implementation



Why is this step important?

Securing formal sign-off of the business case and proposed implementation programme will enable the local authority to progress with the full support of its cabinet/members. It will provide clarity for all partners on the scope and objectives moving forward. It will also confirm what is out of scope.

What are the key elements that could be considered for this step?

i) Understanding the scrutiny, overview and approval process

Early engagement with the Council's democratic services team (or equivalent) to understand the approval process and respective timescales to support the project is strongly encouraged. These additional elements will need to be built into the overall business case programme, making allowance for steps such as Scrutiny and Overview, call in or formal ratification by Full Council.

i) Committee Report

A full report should be presented to cabinet/ members for approval that summarises the key elements of the business case. It is important to ensure that cross sector partner support has been secured in advance and senior officers have been briefed ahead of any meetings.

At this stage members should have been thoroughly briefed, this exercise should be procedural and there should be 'no surprises'.

What are the key enablers that could be considered for this step?



Steering group and member approval



Securing committed funds/budget for investment



Agreed contributions to medium term financial strategy, subject to further affordability analysis in the implementation stage

What are the key outputs from this step of the process?



Approval from cabinet/members to progress to implementation

Further guidance, materials and case studies

Stage 4 Case Studies

1. North East Derbyshire Council
2. Nuneaton and Bedworth Borough Council
3. Salford City Council
4. Great Yarmouth Borough Council

Stage 4

Case study 1



**North East
Derbyshire**
District Council

North East Derbyshire District Council

Sharley Park Active Community Hub

Description of SOPG-related work

- Using the Strategic Outcomes Planning Guidance (SOPG) to develop the evidence base for a community activity hub. This comprised of co-located formal sports facilities, outreach health services, a library provision, Citizens Advice, Council Contact Centre, a café, shared meeting room facilities, complementary local business and social space linked into the active environment of Sharley Park, including a new floodlit 3G, Disc Golf and off road cycling provision.
- The Active Community Hub will include a 6-lane x 25m pool, a learner pool and moveable floor, 4 badminton court sports hall, a 120 station fitness suite, and two studios, soft play and a children's gym, and outdoor play area
- All of the above is located within Sharley Park – a 10 hectare public park, located on the edge of the town centre, including 2 cricket pitches, 2 football pitches, a children's play area, bowling greens and a community centre.

Relevant stages/steps

- **Stages 1- 4:** Building on insight development of the SOPG approach.

Activities and outputs

- The SOPG has shaped and supported the development of the Active Community Hub.
- NEDDC has re-focused its whole approach to physical activity provision in Clay Cross through this process, moving from a leisure centre refurbishment to a co-located Active Community Hub.
- This is further supported by a new Physical Activity and Lifestyles (PALs) initiative to work in the community and engage people who are furthest away from physical activity and work with them one-to-one to remove some of those known barriers to physical activity.
- The SOPG output is a clear direction of travel for physical activity provision in Clay Cross, embedded at the core of the Town's Fund vision for change.

Outcome

- The proposed Active Community Hub is supported by NEDDC and has been adopted as part of the commitment to the Town's Fund change programme for Clay Cross.
- The proposed co-located Community Activity Hub has formal commitment from all partners who will comprise the Hub and is aligned to health and wellbeing priorities for the area, district and county.
- The insight developed for Clay Cross clearly illustrates that a traditional leisure centre is not a priority for the local community; they need a social environment which makes them feel welcome and involves and engages them with physical activity inside and outdoors.
- Developing a response to these findings has been shaped through the SOPG approach.
- The project addresses the significant challenges around promoting healthy lifestyles in Clay Cross which are impacting on community health, aspirations, and productivity. The delivery of a new active community hub is a key priority arising from consultation (850 users and non-users responded to engagement in support of a new active community hub).
- Complementary development and improvements in Sharley Park will add to the physical activity offer further promoting active lifestyles and an increase in visitors to the town.
- Translating need into the appropriate and sustainable places and spaces has created a wide strategic partnership at local level, driven by the fact that all organisations are working to reduce health inequalities in Clay Cross. This sense of shared purpose provides the rationale for such a complex co-location.
- Development of the Community Activity Hub will also enable activation of the park where the Hub will be located, in partnership with NGBs, local clubs and other Town Fund projects.



“ Although the project is yet to commence on site, the partnership approach and acknowledgement from all partners that we are all dealing with the same ‘customers’ has driven the project brief/outcomes to become a genuine hub which will improve the health and well-being of the community.

The barriers to physical activity are wide and varied but common with other lifestyle improvements such as securing employment or further education. Working together on common barriers produces improved outcomes for both residents of Clay Cross and the partner organisations.

The PALs project, along with the development of the facility, is already changing people’s lives and getting them closer to physical activity. The SOPG approach has provided the structure and process to focus on the common goals which will improve the health and wellbeing of Clay Cross for the long-term.”

Matthew Broughton, Joint Head of Service – Transformation & Organisation

Stage 3 Key learning

A formal commitment to developing Sharley Park Active Community Hub from all its strategic partners has been achieved through following the SOPG stages:

- The business case developed had the vision, evidence and insight to support the development of a proposal that has secured financial commitment to delivery.
- The facility development is a direct outcome of a process that has built consensus, confidence, and commitment to realising a shared vision. This has enabled a transformational investment from traditional leisure facility to a Community Activity Hub.

Stage 4

Case study 2

Nuneaton and Bedworth Borough Council – Boroughwide Investment in Physical Activity

Description of SOPG-related work

- Using the Strategic Outcomes Planning Guidance (SOPG) to develop the evidence for three new physical activity hubs to contribute to the corporate priority of reducing health inequalities across the borough.

Relevant stages/steps

- A. Stage 2 and 3:** Building on development of a Built Facility Strategy (BFS) and feasibility studies
- B. Stage 1 to 4:** Development of Stages 1-4 of the SOPG approach.

Activities and outputs

- SOPG has shaped a strategic borough-wide vision for physical activity based around two physical activity hubs in destination parks replacing ageing leisure stock, and one new physical activity hub in the north of the borough, co-located with a new Free Academy and a GP surgery.
- The vision is inextricably linked to the Towns fund which will facilitate development of a boroughwide active environment, re-developing an old riverbed to provide active travel routes, safe routes to school, and opportunities to be more active every day.

- Using the SOPG shared outcomes were established and extensive insight developed underpinning the need and case for investment.
- The BFS identified the need for additional physical activity provision given the 14,000 new homes to be built in the Borough by 2034. The FPM was used to verify the BFS and concluded that the scale and location of proposed physical activity hubs would address current and future need. Options for new provision were tested through feasibility studies, capital, and revenue modelling.
- Cross partner strategic support for the proposed interventions was established through stakeholder engagement, and development of new partnerships bringing planning, education, health, S106 and relevant policies together.
- The physical activity hubs will link to existing outdoor facilities through a new boroughwide network of walking and cycling routes.

Outcome

- The SOPG has been adopted by the Council; it is now informing development of the first physical activity hub and new cycling facilities.
- The SOPG process has helped to forge new partnerships and a very strong political commitment to invest in physical activity, enabling implementation of this inspirational Vision over the next 5 years.

“ The local authority had a leisure strategy in place, however following the SOPG stages challenged our existing approach. The need to consider the wider impact of leisure and the active environment, not just built facilities but also long-term sustainability and needs of our residents was key to our approach. Evidence gathered as part of the work has enabled the authority to link with many partners in a joined-up approach, to support improving health and well-being across the Borough.

The SOPG has been an influential document in reporting to Members, Partners and external agencies in the authority’s Vision and direction of travel. It supports its Local Plan and contributions from local Housing Development towards a range of additional facilities to meet the growing needs of the Borough.

Support provided by a range of external consultants and ongoing advice from Sport England has enabled Nuneaton and Bedworth to be in a very strong position in delivering its future Borough-wide leisure strategy for the next 40 years.”

Kevin Hollis, Director – Leisure, Recreation & Health

Stage 4 Key learning

- Nuneaton and Bedworth Borough Council used the SOPG to shape a strategic borough-wide Vision for physical activity which is now resulting in a visible and long-term commitment to an active environment, leisure investment and strategic interventions.
- This is now translating into commitment to a number of strategic investments to deliver maximum impact for the community to support longer term local strategic outcomes.

Salford City Council (SCC)

Pendleton Community Activity and Health Hub (PCAHH)

Description of SOPG-related work

- Using the Strategic Outcomes Planning Guidance (SOPG) to develop the evidence base for a new physical activity offer, replacing an existing ageing facility in the most deprived area of Salford.

Relevant stages/steps

- Building on a Built Facility Strategy (BFS) which recommended replacement of three facilities, development of stages 1-4 of the SOPG approach.
- A. Stage 1 and 2:** Development of shared outcomes; development of insight through extensive stakeholder engagement; exploration of co-location opportunity; role and development of PCAHH concept.
- B. Stage 3:** Development of the PCAHH concept, indicative programming, pricing, and access policies.
- C. Stage 4:** Development of RIBA Stage 2 report; indicative capital costs, revenue modelling, confirmation of strategic support; SCC formal commitment to supporting the required PCAHH subsidy.

Activities and Outputs

- The BFS identified the need to replace Clarendon Leisure Centre but did not link this to addressing local needs and priorities. Starting from the initial investment commitment, SCC and partners have developed an understanding of shared local outcomes, and developed comprehensive insight driven by the local community.
- The insight highlighted the need for some free access to facilities for families and young people, and a flexible pricing system as many local people will not be able to afford memberships. This included the delivery of a range of opportunities for young people.
- The strategic Vision to improve the lives of Pendleton residents has forged partnerships and brought together organisations to develop a relevant physical activity and health offer in the heart of the community. This forms a part of the overall masterplan which will see new housing, re-activated parks and open spaces and a network of walking and cycling routes better connecting Pendleton to Salford and the wider area.
- SCC worked with architects to develop the hub concept and translate it into places and spaces where people can be active, source a range of community and health services and socialise. This includes multi-purpose spaces providing a base for youth organisations and family activity, as well as a café, Active Play and meeting places.

- Following the SOPG process, the context for capital intervention has been demonstrated, and the PCAHH developed to specifically address local needs so it will contribute to a reduction in inequalities.

Outcome

- The SOPG provided the opportunity to pull together a significant amount of data and evidence to develop the case for intervention in Langworthy ward.
- The SOPG has confirmed the shared outcomes for the City in terms of transformational change and investment to improve the life chances of the community. Physical activity is at the heart of this.

- Critically, the SOPG supported extensive community engagement to build the insight informing need, local priorities, barriers to participation, and the concept for the new Pendleton Community Activity and Health Hub (PCAHH).
- This concept was then translated into costed places and spaces, and a detailed revenue model developed to underpin the sustainability of the intervention.
- PCAHH health hub provides a clear way forward for physical activity and health in Pendleton; the hub facility mix reflects community insight; programming and pricing policies address identified barriers to participation. The SOPG has provided SCC the confidence to go forward with the delivery and ongoing revenue subsidy of the PCAHH to ensure it has the intended impact at local level.



Testimonial

“ Utilising the SOPG process has provided the basis from which SCC is able to take forward the PCAHH with an assurance that the activities found within it have been evidenced by need, are focused to result in tangible relevant outcomes, all in the context of a sustainable business case.

The SOPG has been central to realising a great facility for the people of Pendleton.”

Jackie Ashley, Project Manager

Stage 4 Key learning

- Using the staged approach advocated by the Strategic Outcomes Planning Guidance gave the Council the confidence to move the project forward.
- The insight and evidence gained confirmed the shared outcomes which translated into a facility mix and a sustainable business case which provided a clear way forward for the project and allowed key partners to commit to the project.

Stage 4

Case study 4



Great Yarmouth Borough Council

Description of SOPG-related work

- Strategic Planning Outcomes report completed on behalf of Great Yarmouth Borough Council as part of a successful Strategic Facilities Fund application. The work was undertaken as the development of a new leisure facility was progressing through RIBA-3 and RIBA-4 stages of design.

Relevant stages/steps

- A.** The SOPG process was completed in tandem with the development of designs for the new Great Yarmouth Leisure Centre.
- B.** The SOPG diagnostic exercise was used to identify the additional work the Council needed to undertake, building on their work to date. The iterative diagnostic exercise was repeated as the project progressed, tracking in progress and completed works.
- C.** Extensive needs analysis works had already been completed prior to the commencement of the SOPG process. These included sports and leisure strategies, needs analysis, feasibility studies and business planning exercises.
- D.** After reviewing work undertaken to date, the following additional work was identified and completed:
 - i.** Development of key strategic outcomes and KPIs for management of the leisure portfolio
 - ii.** Consultation with key stakeholders and establishment of a working group
 - iii.** Development of a detailed business plan in consultation with the operator, Council, and project managers
 - iv.** Management options appraisal.

Activities and outputs

- The initial SOPG work was initiated as part of a wider commission to submit a Strategic Facilities Fund application. The project was one of the first SOPG processes, so guidance was updated as the project progressed. Sport England supported the Council in this process.
- The consultants had been working with Great Yarmouth Borough Council for a number of years through the development of the new Great Yarmouth Leisure Centre. The consultants had compiled an initial needs analysis for a new centre, feasibility studies from RIBA 0 through to RIBA 2 and completed several business planning exercises and therefore well informed about the strategic background and able to complete the SOPG diagnostic exercise. The consultants subsequently identified the additional work required to complete the SOPG process and worked with the Council to undertake this.
 - Consultation exercise and members' workshop to establish key strategic priorities for the Council's leisure portfolio.
 - Development of practical KPIs and ways of specific ways to deliver against the agreed outcomes. Close cooperation

with the local Active Partnership (Active Norfolk) and the Council's operator was important in ensuring that the SOPG outcomes were useful in the short, medium and long term.

- Development of a detailed business plan, working closely with the Council's operator.
- Management options appraisal to ensure best value.
- The SOPG process was completed in tandem with the development of designs for the new Great Yarmouth Leisure Centre. This allowed the outcomes of the process to be incorporated in detailed designs and inform management decisions.

Outcomes

- The Council have now set up an 'Active Great Yarmouth' function to better deliver against the strategic priorities of their leisure portfolio. The Strategic Planning Outcomes report allowed the Council to better understand the strategic priorities for the new Great Yarmouth Leisure Centre development.
- Working with the Council, operator and local Active Partnership ensured that the Council came out of the process with a clear matrix mapping the strategic priorities to specific activities and programmes to be delivered within the new centre.
- The SOPG was submitted as part of a successful Strategic Facilities Fund application.

“ The development of the Strategic Planning Outcomes for the Great Yarmouth Leisure Centre was a vital piece of work to help the Council build its understanding of how to plan effectively and maximise the engagement of the local community in their new Centre. Great Yarmouth is a borough with real challenges in terms of health outcomes and deprivation and so to gain buy in from all stakeholders and to be able to develop clear shared outcomes will be vital to the success of the centre post opening.”

Lindsay Barker, Strategic Director

Stage 4 Key learning

- Great Yarmouth Borough Council has used the SOPG to develop a detailed business case for the Great Yarmouth Leisure Centre to optimise the potential for this investment to achieve their local strategic outcomes.
- The impact of this investment will be maximised as a result of the systematic approach to planning and the commissioning of leisure services moving forwards.



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This guidance was developed with support from SLC – The Sport, Leisure and Culture Consultancy. Case studies have been provided by a range of local authorities and their consultants.

May 2021



Tourism, Communities, Culture and Leisure Committee 27th July 2021

REPORT TITLE:	FUTURE OF GOLF PROVISION - UPDATE REPORT
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides the Tourism, Communities, Culture and Leisure Committee with an update on the current position of municipal golf in Wirral and the programme of work currently being undertaken to deliver on the Executive Member Decision on the future of golf (18 October 2019).

The focus of the report is to highlight the current challenges and opportunities relating to Wirral's golf service and seeks approval to explore future options for all sites.

The key aim is for municipal golf in Wirral is to positively contribute to the Council's Medium Term Financial Plan (MTFP), the forthcoming Sports and Physical Activity Strategy, and key health priorities and outcomes. Any future options will aim to partially or fully mitigate the current golf net subsidy of c.£270k whilst providing an improved and quality golf offer in Wirral.

Executive Member Decision

On 18th October 2019, The Cabinet Member for Community Services made the following decision:

- That officers commission a ground survey for all sites.
- That capital monies are re-aligned and to provide appropriate equipment, building and storage areas.
- That officers establish a regular consultative user group with recognised Golf Clubs at the sites.
- That there is an operational restructure
- Staff qualifications/Continuing Professional Development (CPD) are developed and volunteer opportunities explored
- Identify and develop income generation opportunities

This report details the progress made by officers on each of these recommendations and makes the following further recommendations to Members, based on the development and outcome of these findings.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee is recommended to:

1. to note the work being progressed on the Arrowe Park Sports Village feasibility study with FMG Consulting Ltd.
2. to note the work and outcomes of the full drainage assessment undertaken by consultant STRI (sports turf agronomists).
3. establish a member working group to develop options for the future of municipal golf. Outcomes and recommendations to be presented back to this committee in November 2021.
4. request the Director of Neighbourhoods to undertake a full review of the current pricing and membership structure relating to golf to enable recommendations for a new membership/'pay and play' structure for the 2022/23 financial year to be presented back to the committee in November 2021.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

Medium Term Financial Plan – Budget Pressures

- 1.1 The Council is required to provide a balanced, sustainable and legal budget as set out in the Medium Term Financial Plan (MTFP). The MTFP supports the delivery of the Wirral Plan and is key to ensuring the Council is financially sustainable. To support the setting of a balanced budget, the Council has applied to the Ministry of Housing, Communities and Local Government (MHCLG) for a capitalisation directive also known as ‘Exceptional Financial Support’. In response, all services recognise the requirement and have provided the commitment to identify and realise significant savings over the next plan period.
- 1.2 Within the MTFP over the next three years Leisure Services will be expected to make significant savings over the plan period. Given the current financial position of the Council, it is imperative that the future of municipal golf provision in Wirral is considerate of these pressures and seeks to positively contribute to overarching commitments and targets through identifying net savings and opportunities to generate income.

Municipal Golf Landscape

- 1.3 In recent years demand has reached a plateau across the courses in Wirral, averaging 77k rounds per year (see **Table 1**). At this rate and with very little secondary spend options, current financial sustainability cannot be achieved in terms of attaining a low or no financial subsidy. Whilst it is not uncommon for a municipal golf course to run at a subsidy, the future capital requirements and the financial pressures on the authority must be considered in the long term.

Table 1: Wirral’s Participation Figures for all Municipal Golf Courses

Wirral Participation Figures – All Courses	
Year	User Figures (Golf Rounds)
2016-17	80851
2017-18	76259
2018-19	79953
2019-20	72635

- 1.4 Even with progressing the Executive Member Decision 2019, the golf service faces difficult financial challenges. The current net subsidy for golf is c.£270k and even though addressing the decision will have an impact on improving the sites playability, the long-term landscape for golf remains uncertain.
- 1.5 Despite a recent upturn in the sport nationally, largely due to the pandemic's restrictive measures, the trend remains uncertain, and the authority must look at the viability of retaining the current golf offer. This includes exploring options and reviewing the portfolio to firstly ensure that golf remains accessible to residents, and secondly, to ensure the Council is making best use of their assets and avoids sinking further investment into sites with low capacity/footfall with no guarantee of future upturn. Overall, the current poor playing conditions across all sites and the significant capital investment required to get them fit for purpose must remain a material consideration in maintaining the current provision as is.

Arrowe Park Sports Village Concept

- 1.6 To deliver on the Executive Members Decision, officers are developing outline proposals for a 'Sports Village' destination at Arrowe Park Golf Club. Consultants FMG Consulting Ltd have been commissioned to undertake a full feasibility study with the aim of outlining a sustainable and deliverable plan. The vision for the project is to create diverse facilities mix, driving footfall and secondary spend, mitigating sole reliance on golf course fees and ultimately removing subsidy requirements for the site. The commission will see the consultant assess the current and likely future demand for a mix of leisure and outdoor activities as well as venue and hospitality facilities. Scope of work includes:
- Understand and determine the market potential for various outdoor/indoor activities based on current and likely future demand developing an appropriate facility mix and proposals for the site.
 - Determine potential co-location and co-benefit opportunities across services on site (Leisure and Parks & Countryside)
 - Full financial assessment.
 - Identify potential funding opportunities to help finance the proposals (e.g. match funding, recovery grants etc.)
 - Produce a masterplan drawing outlining future development opportunities, layout, and footprint.
- 1.7 Following a successful site visit to Arrowe Park (13th May 2021), FMG Consulting have been engaging positively with Golf Clubs and key Council officers, representing a broad range of services across the Council. A members workshop also took place on 15th June 2021 to discuss current thinking and direction for the project. This identified opportunities to align with broad strategic priorities across the Council and gain local insight, to help shape options for the site. In addition, a high-level constraints and opportunities exercise has been undertaken for the site which scopes potential options based on various geographic, spatial and environmental factors.

- 1.8 The next steps are to progress with design and masterplan development once the facilities mix and activities for the site have been defined based on market research and engagement. Critical to success, the consultant will produce a comprehensive, risk assessed and auditable financial model which will include capital cost and funding, revenue income, operating costs, lifecycle costs and tax calculations. The key requirement is to understand the level of net investment and financial viability and sustainability for any proposals. A 20-year financial model will set out the net position for any proposed facility or activity type.
- 1.9 It is the intention to fully consult on any proposals or set of options emerging from this piece of work. Should a mandate be agreed in November, consultation will be established with the appropriate groups to help shape the future of the site. This may include (but is not limited to) local communities, ward members, and partners.

STRI Full Drainage Report

- 1.10 STRI were commissioned by Wirral Council to undertake detailed drainage and agronomy assessments of the four municipal golf sites (see Appendix 1). All sites, except for the Warren due to its sand-soil profile, were found to have inadequate drainage and a legacy of ongoing drainage issues. This meant that some sites were slow to recover from any environmental impacts with some areas completely unplayable as a result.
- 1.11 Historic networks of drains, usually leading to ditches or ponds have aged over time and are not robust enough to meet current demands. In addition, drainage capacity of the soils in lower lying sections of the courses need to be improved by installing primary pipe drainage and intensifying the surface connection, ideally through installation of secondary drainage in the most vulnerable areas.
- 1.12 The report identifies significant impact on the putting surfaces (greens) at Brackenwood golf course due to historic and sustained drainage impediment. This was observed on all but two putting surfaces that had received investment in more recent years. Complete green reconstruction was offered as the appropriate course of remedial action at additional cost.
- 1.13 The extent of the findings and proposed mitigating measures require significant capital investment as outlined in the following table:

Table 2: Drainage – Capital Investment

	Arrowe Park	Brackenwood	Hoylake	All Sites
Drainage	£815,657	£795,118	£782,617	£2,393,392
Putting Surfaces		£720,000		£720,000
Total	£815,657	£1,515,118	£782,617	£3,113,392

- 1.14 A Minimum Revenue Provision has been provided in Appendix 2 detailing revenue repayments over the lifetime of the asset if the above Capital was to be spent. Based on full spend, this would carry an average revenue repayment of c.£103k per year over 30 years (+ interest at c.2%). This would have to be factored into any future proposals as it will increase the income required to mitigate the subsidy.

Pricing Structure Review

- 1.15 This recommendation seeks to approve a review of the current 'pay and play' and Invigor8 membership pricing structure. In 2015 the Invigor8 scheme was introduced which combined gym/swim access with golf and replaced the stand-alone golf membership. This allowed customers to purchase the membership on a monthly, non-committal basis as well as annually, something that was quite 'forward thinking' in the golf industry. With no change to this pricing structure in 6 years, the membership package requires a review.
- 1.16 A recent benchmarking exercise with other north-west municipal golf courses found that Wirral councils golf membership (Invigor8) is approximately 42% cheaper than other comparable golf course fees (based on annual fees). A review of 'pay and play' fees is also required to simplify the fees and charges and align with the membership packages. Early indicative modelling has estimated that a full review, with courses in their current condition, could deliver £88k additional annual income across all sites (based on average usage year). A formal review would test these findings.

Member Working Group

- 1.17 A Member Working Group would comprise a number of members of this Committee and key Council officers involved. The scope of the group would be to review and assess the findings and outcomes of a number of workstreams undertaken in house and through external commissions to develop a set of options and proposals for the future of all golf sites. This will include the work as described above as well as performance and operational data, where available. This collaborative and transparent approach would aim to address and mitigate any perceived threats and concerns around the future of golf sites. The key aim is to develop a long term 'roadmap' for golf that would both address the ongoing subsidy requirements whilst providing a platform for growth and development. It is the intention to present this work back to this Committee in November 2021.
- 1.18 Any changes that are proposed by the Committee would then be the subject of public consultation as explained in Section 5 (Legal Implications) below before any decisions could be taken by the Committee. Any budget savings would therefore have to await the outcome of that consultation as would the implementation of capital investment in any of the courses thereby complicating the setting of a budget for 2022/23.

2.0 OTHER OPTIONS CONSIDERED

Do Nothing Option

- 2.1 Continuing to operate golf as if will result in ongoing subsidy requirements. In addition, as highlighted in commissioned operational and drainage assessments, the courses require significant amounts of capital investment to bring them up to an acceptable and playable standard. Even with this investment, the national golf landscape has proven that a golf course of high standard is not necessarily enough on its own to operate sustainably, particularly when there are no supplementary revenue streams other than course fees. This could leave the Council in a similar net financial position, potentially unable to realise or recover the value of any capital investment with an ongoing subsidy burden. Without an alternative delivery model for golf provision, there is a risk to the long-term sustainability of an in-house golf provision with potentially significant operational impacts.
- 2.2 Furthermore, given the residual budget pressures placed upon the Council, compounded by the capitalisation directive, there is an expectation that the service will seek to contribute to the overall Leisure Service savings over the next three years.

Transfer of Golf Provision to External Provider

- 2.3 This option was extensively developed and reviewed in 2019. After a call-in, the Cabinet Member for Community Services made the decision to reject this proposal in favour of retaining control of all four golf courses in house.
- 2.4 Notwithstanding the Executive Members Decision 2019, driven by more recent financial pressures, a transfer of Wirral's golf service remains an option unless a viable and sustainable roadmap for Wirral's golf service can be achieved. This will include developing alternative options and proposals as outlined in this report.

3.0 BACKGROUND INFORMATION

- 3.1 Wirral benefits from 19 private and public golf facilities in Wirral, made up of a number of 18 hole and 9 hole courses, pitch and putt facilities, and a driving range. This level of provision represents significant competition in the golf market locally. The Council runs three 18-hole golf courses, one 9 nine-hole golf course and two 'fun courses' (pitch & putt and Footgolf). The provision of municipal golf is a non-statutory service.
- 3.2 Participation in municipal golf in Wirral has stalled. Some smaller private member golf clubs are suffering from the same problem and it is noticeable how some 'community' based golf clubs have responded to this problem by reducing membership/joining fees and offering 'pay and play' packages which compete favourably with our existing municipal fees and charges. Technology has made

booking golf across all courses considerably easier and less confrontational in terms of accessing private golf courses.

- 3.3 A number of reviews of Council golf provision have been undertaken in previous years. These have led to a golf staffing restructure, completed in February 2017. The service is currently in the process of recruiting a Head Greenkeeper, and following this appointment, the Parks and Countryside element of the golf team will transfer to Leisure Services to harmonise the business so that the service has overall management and control. This will enable us to respond to golfers/customers comments/complaints regarding the course in a timelier fashion and control the direction of the service.
- 3.4 Various agronomist's reports (STRI) have been commissioned across the golf courses since 2017, on the condition of each of the municipal courses and to provide a work programme of required maintenance to rectify any remedial works. Despite these reports, very little improvements have been observed across all sites as identified in more recent agronomy assessment (2021). All reports have identified the need for significant capital expenditure on maintaining the courses and changes in operational measures to improve playability.
- 3.5 The Council has previously sought to contract out the golf service on numerous occasions. In 2014, as part of a joint approach with Cheshire West and Chester Council, in January 2018, the Council carried out a soft market test to identify the level of interest from specialist golf providers in a concession contract and most recently, in March 2019, Budget Council proposed to seek alternative operators for two sites.
- 3.6 In 2019, the Delegated Decision to enter into negotiations with a preferred provider for Arrowe Park and The Warren golf courses was the subject of a 'Call-In' Notice on 5th June 2019.
- 3.7 A special meeting of the Environment Overview & Scrutiny Committee was arranged for 18th June 2019, in order to hear evidence relating to the notice of 'Call-In'. The outcome of this Committee meeting was that the Committee requested that the Cabinet Member paused the process for the future provision of golf courses in Wirral while the Members of this Environment Overview and Scrutiny Committee carried out a fact-finding visit to all four municipal courses (Hoylake, Arrowe Park, The Warrens and Brackenwood). On conclusion of that fact-finding visit the Environment Committee will meet again to make a final recommendation to the Cabinet Member. The Cabinet Member agreed to pause the process while this activity was completed.
- 3.8 Members of the Environment Overview and Scrutiny Committee visited all four municipal golf courses on 13th August 2019, and had the opportunity to talk to officers, user groups and course members. A workshop was also held on 28th August to consider the results of further consultations and reflect upon the golf course visits. Options in relation to an 'In-House' golf service were also considered. A report summarising the key discussion points and finding was prepared and submitted for consideration by the next Environment Overview and Scrutiny Committee.

3.9 The Environment Overview and Scrutiny Committee considered the scrutiny report from the golf visits and workshop at its meeting on 24th September 2019, and resolved:

That the Environment Overview and Scrutiny Committee approve the findings of the Municipal Golf Courses Scrutiny Workshop, and reaffirms its commitment to the four municipal golf courses and recommends to the Cabinet Member that:

1. The municipal golf courses at Arrowe Park, Brackenwood, Hoylake and The Warren courses be retained in-house;
2. The Council commission a ground survey to be carried out at each course and the capital programme be amended to carry out what comes out of the survey over the next eight years to ensure that each of the courses is brought up to standard;
3. Capital money that was frozen be used in consultation with grounds maintenance staff to provide appropriate equipment;
4. A consultative user group be set up to meet once a quarter with each of the golf courses to discuss issues and problems; and
5. There be no reduction in playing capacity on any of the courses.

3.10 In addition to these recommendations, the Executive Members Decision (EMD) highlighted the need to strive to continue to offer excellent opportunities for local people and visitors to benefit from participation in golf; but it is faced with extremely challenging financial constraints. While Elected Members have been clear that they wish municipal courses to be retained 'In House', simply maintaining the current operating model does not address the need to improve courses or deliver opportunities for increased income generation that is required to safeguard the future of an 'In-House' municipal golf offer.

3.11 Therefore, improving the long-term viability of municipal golf courses is key and the priority has been able to improve the quality of the courses to ensure continued usage. Associated with this was identifying opportunities to maximise income from 'secondary spend' from off course facilities, an area that is currently below 5% of all income generated.

3.12 A new approach to determine priorities for investment is required to ensure the course conditions can be the best quality affordable, within the limitations of the budgets available. This is challenging due to the current condition of our courses and the potential capital investment that is required to improve conditions.

Executive Members Decision

3.13 The Executive Members Decision also highlighted some key priority areas to identify and implement changes to the golf operations:

- 1) A new approach to determine priorities for investment to ensure the course conditions can be at the best that is affordable, within the limitations of the budgets available, is required.
- 2) A new organisational structure/operating model for the delivery of a golf service is required to ensure greater cohesion at each course, improve communication and ensure that service user needs at each golf course are met. This service area will be managed by a single a 'Golf Manager' or 'Head Green Keeper' responsible for resources allocation, investment and course standards at all four courses and co-ordinate operations across all sites.
- 3) A number of income generation opportunities have been outlined to Elected Members involved in the Scrutiny Workshop in August 2019. These included exciting and creative examples for each course with the potential of developing new opportunities that meet the needs of current users and attracting new customers. Developing these opportunities through the Consultative User Group will be critical to ensuring the long-term sustainability and improvement of municipal golf but will require a fresh look at current arrangements and uses of the facilities at our golf courses while ensuring the core offer of golf is maintained.
- 4) Prepare a Capital Bid for an improved golf course machinery that is fit for purpose and aligned with the new operating model.
- 5) Profile Capital Bids to improve Grounds Maintenance buildings, workshops and machinery storage areas.
- 6) Assess workforce skill base and introduce an improved continuing professional development (CPD) offer for staff.
- 7) Introduction of a volunteer scheme to assist in delivery of low-level maintenance.

Update on Programme of Activity

Council commission a ground survey of all sites

3.14 STRI, who are leading agronomists in the golf/sports industry, were commissioned and have completed three pieces of work for the council in terms of:

Report	Status
Annual testing – Annual testing was last carried out in March 2017, when STRI undertook a review of the golf courses. This testing was to review the previous recommendations and to ascertain if changes have improved the playing conditions of the sites.	Awaiting clarification from consultant.

<p>Detailed drainage report – This was to review the drainage across all courses and identify capital monies required to improve the sites for the long-term, thus assisting the sites to remain open for longer periods, especially in winter months. In addition, this report will assist in determining the viability of sites and identify long term investment in retaining a competitive golf offer.</p>	<p>Report now complete.</p>
<p>New operating model – To assist in the transferring of the ground’s maintenance from Parks and Countryside to Leisure Services, to review current processes and procedures and make recommendations to improve the service processes and subsequent course playing conditions.</p>	<p>Awaiting clarification from consultant.</p>

3.15 All three pieces of work have been completed and are currently being internally reviewed by officers and/or seeking clarifications with consultant.

3.16 As outlined in Section 1.10-13 the main report around drainage of the sites, stipulated that circa £800k capital investment is required per course (not including Warren) to improve the drainage across each of the sites, so that they could operate to a playable standard throughout longer periods of the year. In addition, the report highlights the poor putting surfaces (greens) at Brackenwood and recommends due to the extensive drainage impediment that these are replaced with United States Golf Associated (USGA) style putting surfaces at a cost of circa £45k per green (x16 greens as x2 have recently been replaced), £720k total.

Capital re-aligned for Machinery and to provide appropriate equipment, building and storage areas

- 3.17 Members had previously approved a capital sum of £485k be assigned to address key Health and Safety issues at the golf courses. This work has been identified and is currently being implemented:
- New maintenance sheds will be constructed at The Warren and Arrowe Park (Winter 2021/22) and upgrades to Hoylake and Brackenwood (end of 2021).
 - New specialist Golf machinery has been identified through the STRI ‘New Operating Model’ report and associated costs will be aligned to the Capital programme by September 2021.

Establish a Consultative User group

- 3.18 A representative from each of the four courses regularly communicates with the Golf Manager to discuss issues and concerns. The Covid pandemic has been a major factor in progression of some aspects of developments, but no major concerns have been raised to date. A separate engagement session was held with Arrowe Park Golf Clubs (2nd May 2021) to discuss the Sports Village concept.

Operational restructure

- 3.19 Parks and Countryside Golf team are due to transfer their staff and operations to Leisure Services in the coming months. We expect this to be around July 2021, as this will align with the new Head Greenkeeper being in post. This position will assist the Golf Manager to oversee the grounds maintenance aspect of the service and to try and address the operational issues that have plagued the service in recent years. STRI were commissioned to provide a new operating model to address the service issues, this work is completed.

CPD of staff/Volunteers

- 3.20 It is anticipated that a new Head Greenkeeper position will implement a new CPD model for current staff and develop a volunteer strategy to assist in the golf maintenance. This aspect will be addresses as part of the review of the service operation.

Explore Opportunities

- 3.21 **Arrowe Park Sports Village Concept** – As outlined in Section 1.6 FMG Consulting Ltd. have been commissioned to undertake a feasibility study to assess the likely current and future demand for several outdoor/indoor activities at Arrowe Park Golf Club. The proposal is a diversification away from the traditional 18-hole golf offer whilst keeping golf at its core. The aim is to create reasons for people to visit, increasing varied market footfall through a diverse offer. This serves to sustain the golf course long term, mitigating sole reliance on golf course fees and creating a greater revenue mix, with emphasis on paid for activities and secondary spend.

4.0 FINANCIAL IMPLICATIONS

- 4.1 Wirral's Golf Service currently carries a net subsidy of c.£270k per year. In addition, as described in Section 1.14, the courses require significant capital investment to remediate historical drainage issues.
- 4.2 Continuing to operate 'as is' means Wirral's Golf Service will continue to be subsidised. Furthermore, this will not contribute to the overarching Leisure Services commitment to deliver savings over the next three years.
- 4.3 With limited investment, the courses will continue to deteriorate, suffer from legacy drainage issues, and become unplayable for longer throughout the year. In addition, delayed response to these issues may risk increasing future capital investment requirements if not addressed in the short term.

- 4.4 It is important that any activities undertaken as part of the Future of Golf programme are cognizant of financial pressures and service wide commitments to seek savings and develop income generating ideas. This will remain a material consideration in the formation of any future options or formal proposal for the service.
- 4.5 A review of the pricing structure for golf could increase revenue for the service as outlined in Section 1.15-16.
- 4.6 Capital investment will need to be targeted and appropriate. Capital incurs a revenue cost as associated principal and interest must be repaid. Therefore, a cost benefit analysis is required and any bid must meet the criteria for acceptance to be included within the Capital Programme.

5.0 LEGAL IMPLICATIONS

- 5.1 Section 3 of the Local Government Act 1999 imposes a duty on the Council to make arrangements to secure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness (the Best Value Duty). Those functions include the discretionary power to provide leisure facilities such as golf courses.
- 5.2 In order to decide how to fulfil its Best Value Duty the Council must consult representatives of local taxpayers, users of the service in question and of persons who have an interest in the areas of the Borough likely to be affected by any proposed changes in policies and strategies underpinning the delivery of services to the public.
- 5.3 Consultation must in law be done at a formative stage of the process, must set out clearly what the proposals are and the reasons for them, must allow sufficient time for the consultees to respond. The responses must be conscientiously taken into account by the decision maker when it reaches a decision which in turn must take into account only relevant considerations, disregard irrelevant factors and be within the bounds of reasonableness and not perverse.
- 5.4 Any changes in use of the sites identified in the Report must respect the rights of any person who has a contract with the Council entitling them to play golf at a particular site until the date their contract expires.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are no direct resource implications relevant to this report or its recommendations. All resources required to progress the future of golf programme to date have been pre-agreed and secured.

7.0 RELEVANT RISKS

- 7.1 **Financial** – As described in section 1.1 and 1.2, the Council has had to request ‘Exceptional Financial Support’ to support the setting of a balanced budget. It is important that the Council is seen to be proactive, making decisions that are financially and operationally prudent. The Future of Golf Programme aims to mitigate financial risk, support the MTFP and contribute to the overall Council position by developing proposals and options that identify achievable savings and by developing income generating opportunities.
- 7.2 **Health & Safety** – The future of golf programme has been addressing a number of health and safety risks associated with poor operational infrastructure and welfare facilities. The Future of Golf has been awarded capital monies to replace these facilities including new maintenance sheds and washdown facilities. This programme of work is ongoing.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Previous engagement and consultation activities have been undertaken for the ‘Arrowe Park Sports Village’ feasibility study and as part of the Consultative User Group established as per the Executive Members Decision. This is outlined in Section 1.6 and 3.18, respectively.
- 8.2 Should any future option or proposals progress to a defined formative stage then further consultation activities will be undertaken commensurate to the nature of the proposal (e.g. as result of the Arrowe Park Sports Village feasibility study or the outcomes of the Member Working group). This may include public consultation to consult on local level proposals and interventions. All consultation will be subject to a robust stakeholder mapping exercise to determine the key stakeholders for inclusion in any consultation activities.

9.0 EQUALITY IMPLICATIONS

- 9.1 Please see supporting documents for detailed EqIA.
- 9.2 <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 The Councils environmental and climate commitments will be a material consideration when developing any formal proposals relating to the future of golf (e.g. Cool2, Climate Emergency Action Plan, and Tree Woodland and Hedgerow Strategies).
- 10.2 It was an explicit requirement in the Arrowe Park Sports Village feasibility study tender brief that any options or proposals should aim to be an exemplar of environmental and sustainability best practice and aim to achieve high accredited standards (e.g. BREEAM 'Excellent'). In addition, Arrowe Park is a Country Park, a site of biological importance, contains tree preservation orders, and supports known protected species such as bats and great crested newts. This has been built in from inception and design, ensuring any future developments not only mitigate any potential negative impacts but aim to establish net benefits where possible. It was also stipulated that any design and construction methodology proposed must be sustainable.
- 10.3 In relation to historic drainage issues on the site, options to utilise sustainable urban drainage systems (SuDS) will be explored. This will include the use of soakaways, vegetated swales, attenuation ponds and/or wetland areas. This must be reconciled against the required land area vs. the needs of golf. Water harvesting may also limit the rate of discharge from the site and may provide a means of recycling water. Cost will also be a major factor when considering drainage options across the sites.

REPORT AUTHOR:**Neil Price****Golf Co-Ordinator****APPENDICES**

Appendix 1 - 210429 MEB Wirral Council Golf Courses - June 2021 (Drainage)

Appendix 2 – Minimum Revenue Provision

BACKGROUND PAPERSExecutive Members Decisions Form – Leisure and Cultural Services, Future Provision of Golf Course (18th October 2019)**SUBJECT HISTORY (last 3 years)**

Council Meeting	Date
Budget Council pg. 85-88	4th March 2019
Overview and Scrutiny Committee ‘Call In’	18th June 2019
Overview and Scrutiny Committee	24th September 2019
Executive Members Decision	18th October 2019



Making great sport happen



WIRRAL BOROUGH COUNCIL GOLF COURSES

Course Drainage Assessment Report

Report Date: 3rd June 2021

Consultants: Michael Boyes & Jonathan Tucker

Contents

- 1.0 Executive Summary3
- 2.0 Introduction and Background 4
- 3.0 Drainage Features..... 5
- 4.0 Drainage Principles..... 7
- 5.0 Review of drainage provision and requirements by individual Golf Course 9
- 6.0 Drainage Method Statements/Considerations..... 13
- 7.0 Implementation/Procurement..... 14
- 8.0 Supplementary Considerations/Risk Review..... 15
- 9.0 System Longevity..... 15
- 10.0 Drainage Costs..... 16

1.0 Executive Summary

- STRI Ltd has been commissioned by Wirral Council to present a Proposals Report outlining the findings of a detailed drainage and agronomic assessment of the four public golf courses it governs. This report and extended plan follow an initial site drainage assessment carried out on 22nd – 24th March 2021 (Jonathan Tucker/Michael Boyes), and a subsequent agronomic assessment of the courses by Emma Beggs between the 29th – 31st March 2021.
- A detailed topographical GPS levels survey was carried out between 20th -22nd April 2021 at Arrowse Park GC, Hoylake Municipal GC and Brackenwood GC. Warren GC is sited on a sand-based soil profile and therefore deemed not to require the extensive installed drainage envisaged for the other 3 sites.
- Condition assessments from the March reviews noted ground conditions to be naturally drying following a period of relatively dry, early spring conditions. The legacy of the ongoing drainage issues remained very evident across the surveyed courses with a number of the playing surfaces slow to recover, and in extreme circumstances wholly unplayable (i.e., 17th Green at Brackenwood).
- Soil compaction, in all low-lying and heavily trafficked areas, is common as an underlying cause of poor soil drainage potential and associated thatch issues combining to accentuate waterlogging and soft surface conditions.
- Physical organic matter (thatch) removal is essential on the vast majority of playing surfaces, in addition to routine pencil solid tine aeration and infrequent deep solid tine aeration (i.e., Verti-Drain) to alleviate compaction. Deep solid tine aeration, completely absent for a number of years on all of the sites, remains the principal practice which is missing and absolutely essential to undertake on an ongoing basis throughout all areas.
- All sites display evidence of historic networks of old tile and plastic drains, commonly leading to outfalls in ditches or ponds. These drains have aged over time and are not robust enough to meet the demands of today. Drainage ditches are an important feature and need to be maintained regularly and extended locally. Outfalls must be kept clear to ensure the function of the drainage.
- In general, drainage capacity of the soils in lower lying sections of the courses needs to be improved by installing primary pipe drainage and intensifying the surface connection, ideally through installation of secondary drainage in the most vulnerable areas and by applying cultural management operations to remove thatch.
- Installation of drainage will increase discharge from the golf course which may impact on areas further downstream. Requirements for approval must be reviewed by Wirral Borough Council before proceeding.
- Indicative costs are provided based on the extent of proposed plastic pipe network essential to drain the identified problematic areas, in conjunction with current contractor rates. The proposed drainage schemes could be scaled back but at risk. There will be options for a phased installation of pipe drainage to priority areas.
 - Arrowse Park GC - £815,657
 - Primary pipe drainage layout and associated fittings.
 - Additional costs for ditch renovation and drainage features TBC.
 - Attenuation controls subject to agreed designs.
 - Hoylake Municipal GC - £782,617
 - Primary pipe drainage and localised secondary sand slit drainage.
 - Additional costs for ditch renovations and drainage features TBC.
 - Attenuation controls subject to agreed designs.
 - Brackenwood GC - £795,118*
 - Primary pipe drainage and localised secondary sand slit drainage.
 - Ditching and drainage attenuation costs TBC.
 - *Additional recommendation to rebuild 16 greens to USGA design (section 5.3). Estimated cost of 45k per green to include green surround adjustments and associated features (budget £720,000 subject to design and possible discounts if constructing multiple greens).
 - Warren GC
 - No project spend outside of improved course maintenance.

2. Introduction and Background

STRI services were engaged by Wirral Council to conduct a drainage assessment of its four public golf courses and provide a holistic plan to improve course resilience and playing quality, principally during the winter months and spring recovery period. With more extreme weather events, and wetter/milder winters, the deficiencies of course drainage have become more acute, limiting course playability during the winter but also impacting on general course presentation and standards.

STRI's remit was to investigate current conditions, existing formal drainage provision and functionality, factors contributing to poor drainage and thereby formulate appropriate remedial works. A preliminary report, prepared by Paul Woodham and dated 29th January 2021, highlighted some of the key issues and contributing factors to poor drainage with an outline of appropriate mitigation measures.

The scope of the current study and report deliverables is summarised as follows:

- Survey of identified problem areas to determine surface falls and catchment characteristics - using GPS surveying equipment.
- Identify existing drainage infrastructure, including the main ditches and significant drains (where visible).
- Assess the condition and function of past drainage systems.
- Review the principal factors contributing to poor drainage.
- Identify appropriate strategies and drainage options to mitigate areas of very poor drainage.
- Assess complementary agronomic treatments to enhance the resilience of areas through the green.
- Provide budget costs for the proposed drainage solutions.

3.0 Drainage Features

3.1 Soils

Arrowe Park GC - The local soils are characterised as slowly permeable, seasonally wet, slightly acid but base-rich loamy and clayey soils displaying impeded drainage characteristics.

Hoylake Municipal GC – Large areas of the course are classified as displaying naturally wet, very acid sandy and loamy soils which are naturally wet with a high-water table. Southern sections of the course are dominated by loamy and clayey floodplain soils, also with naturally high groundwater.

Brackenwood GC – The original holes on the golf course are based on what are reported to be largely freely draining, slightly acid, sandy soils. The newer section of the course, in contrast, is founded on slowly permeable, seasonally wet, slightly acid but base-rich loamy and clayey soils, displaying impeded drainage. Structural integrity of the soils has been significantly impacted through construction processes.

Relevant to all three courses – Ground compaction and lack of soil structure have a direct impact on:

1. Slow infiltration and limited movement of water through the profile.
2. Reduced root development.
3. Increased thatch production.

The development of thatch is significant as this is a byproduct of poor drainage and persistent wetness. However, it also exacerbates the situation due to its water retentive properties.

Topsoil depth is also limited on many sections of the golf course and therefore reaches saturation rapidly as infiltration into the subsoil is negligible.

Warren GC – The Warren GC is based on a sand dominated, free-draining profile which already displays high levels of permeability so does not require course wide or significant drainage on the basis of conditions perceived to be manageable through cultural maintenance alone.

3.2 Regional Climate, Hydrology and Site Topography

The average annual rainfall for the extended geographical area is approximately 670 millimetres. Compared with the UK average this is not particularly high, however, it does not reflect the increase in frequency of high rainfall events which have a direct impact on the Wirral Borough Council golf courses and the influence of course design and reported deterioration in soil and agronomic conditions.

The influence of the watershed and catchment characteristics are important as water from the higher areas of the courses will naturally move towards the lower sections which therefore tend to be wetter. This is compounded by the slow infiltration of water into the soils as noted above. During high rainfall events only a small proportion of water infiltrates into the ground therefore the majority flows downslope. As falls slacken, water is held on the surface by existing vegetation together with thatch and minor depressions in the surface. With loss of grass cover and surface disturbance, caused by golf and maintenance traffic, the situation is exacerbated, and a cycle of decline is established as the surface layers become saturated and lose stability.

Shaded areas, where restricted light influences key playing areas for prolonged periods over the winter, will be much slower to dry out.

3.3 Drainage Infrastructure

A detailed drainage assessment of existing known drainage layouts and drainage features and site topography is mapped on drawings:

- J004741 001 Arrowe Park GC Existing levels and drainage.
- J004741 003 Hoylake Municipal GC Existing levels and drainage.
- J004741 005 Brackenwood GC Existing levels and drainage.
- Note: Wirral GC was not mapped as the drainage requirements are naturally achieved but additional resources were used for the other courses due to the level of detail needed.

None of the Wirral Borough Council golf courses present a modern, formal primary system of drains and therefore rely largely on localised elements of drainage which have been installed on a piecemeal basis over many years, and their subsequent connection with drainage ditches on site. In the case of Warren GC, much of the drainage is natural laying above a sand dominated profile albeit with localised compaction issues within greens.

The ditches are a vital part of the drainage system as they act as attenuation and conveyance systems for water as well as intercepting surface flows, and to a much lesser extent subsurface seepage, from higher ground.

The majority of ditches, most notably at Hoylake Municipal Golf Club, appear to have been simply formed by excavation to variable depth, with differing angles of bank slope, and are partially contaminated by vegetation and silted up in sections.

Various drainage systems could be identified across the respective sites, discharging into the ditches. These consisted of old clay or tile drains with no permeable backfill together with more modern plastic drains with stone backfill of variable inappropriate quality and degree of contamination. The function of these drains is therefore limited due to:

- Lack of sufficient intensity of drainage.
- Lack of permeable backfill and contamination of backfill reducing the effectiveness of surface drainage and infiltration.
- Development of thatch at the surface of drain and across wet areas, which again reduces surface infiltration and laminar flow of surface water towards drainage features.
- Breakdown of drainage (collapse of drains and blockages caused by soil accumulation and ingress of tree roots).

3.4 Thatch Accumulation

Thatch accumulation, as previously explained, is a byproduct of poor drainage. However, it also contributes to the issues, holding water near to the surface and creating soft, easily damaged playing surfaces.

4.0 Drainage Principles

The main requirement of drainage provision at three courses; Arrowe Park GC, Hoylake Municipal GC and Brackenwood GC, is to remove surface water as rapidly as possible due to the limited natural permeability of the underlying soils. Subsoil drainage alone will largely be ineffective at these sites as the hydraulic gradient (lateral subsurface movement of water) between any historic drainage is negligible (due to the prevailing soil characteristics) and control of water table levels is not a significant factor.

The main features of the proposed drainage system will be as follows:

- a) Interception and diversion of surface water via existing and proposed ditches.
- b) A system of pipe drainage at close centres to intercept and convey water to main drains and ditches.
- c) Localised secondary drainage sand slitting, to bypass the upper topsoil layer and convey water to the lateral drains.
- d) Localised application of sand dressing to build up a layer of permeable material at the surface (if financially feasible).

Each of the above are complementary elements as detailed below:

Drainage design will be greatly influenced by the respective uniformity of the natural slopes on the affected areas at each of the respective sites. These characteristics are taken into account within the proposed layouts.

Drainage Ditches

- a) The ditches are effective for conveying large volumes of water and if strategically placed can serve to intercept surface flows from higher ground. If appropriately maintained they are less vulnerable to blockages from silt and vegetation, and work with very little effective gradient. Their location is also influenced by golfing factors as they can be penal and focus traffic over crossing points, so they need to be deployed judiciously.

Primary Pipe Drainage

- b) The proposed pipe drainage system consists of a uniform pattern of lateral drains, at 5 - 3 metre centres, targeting the wettest sections of the golf course. A spacing of 3 metres is the preferred option in the areas indicated to provide an intensive system and minimise the distance of travel of surface water before it is picked up by a drain, but the inevitable financial impact is noted.

Narrower "piped slits" may be proposed to provide an efficient but more cost-effective system, if a closer spacing of the drainage is adopted. In this scenario, 60mm diameter drains can be installed in 80-90mm width trenches. These 60mm drains can still convey significant quantities of water when laid to adequate fall.

- c) The installation of new pipe drainage can be tied in with sand slit secondary drainage (see below), localised in low-lying, problematic and heavily trafficked areas, providing an intensive matrix of sand channels transmitting water to the permeable backfill over the pipe drainage.

The pipe drainage systems - particularly if spaced at 3 metre centres in certain areas - will provide effective surface interception of water provided that:

- Thatch is kept under control.
- A satisfactory depth of sand is built up at the immediate surface, directly above drain lines.
- Smooth levels are maintained to minimise water collection between the drainage lines.

Secondary Drainage – Identified 'high risk' wet areas at Brackenwood and Hoylake

Reference section 6.3

Sand slitting or banding can take several forms from sand grooves which are forced into the ground (e.g., Blec Vibra Sandmaster (~£1 m²), to more substantial Sand slits which are excavated and backfilled using the Koro Sandbander (~£2.5 m²). The narrow sand bands, while less robust, are quicker to install with lower capital cost.

Over time, localised sand top-dressing can be employed to develop a significant layer of sand which will also provide a pathway for the movement of water to the drainage. A closely spaced pipe drainage system will have the capacity to transmit much larger volumes of water rapidly without the risk of surcharging, compared with a wider spaced pipe drainage system with secondary slit drains without pipes.

5.0 Review of drainage provision and requirements by individual Golf Course

5.1 Arrowe Park Golf Club

Drainage proposals are set out in the schematic plan Drawing number J004741 002.

During the winter months (i.e., November to February) there are major limitations to course usage due to drainage deficiencies. This is manifested as wet, extremely soft fairways and roughs, as well as teeing platforms which rapidly deteriorate under the pressures of golf traffic and maintenance equipment.

Existing Drainage Features

- The perimeter ditch is partially filled-in and serving little function. Deeper ditch sections are associated with the localised pits/ponds, primarily within woodland areas.
- The widespread pits/ponds within the woodland areas are only partially linked and several appear to have no positive outfall or have been compromised by the filling in of ditches.
- Historic clay/tile drains are linked with the ridge and furrow topography which is widespread throughout the site. The depth of installed drains is variable and backfill predominantly consists of clinker ash (with pottery fragments and glass etc.) which has become consolidated and capped with clay soil, with associated thatch to 50-75mm.
- Main drains were installed over 20 years ago with diameters varying between 150 to 300mm.
- Positive discharge is apparent to the North West of the site into Arrowe Brook.

Soil Conditions/Profiles

- Dominated by clay soils, with a high level of fines, and very poor structure.
- Depth of topsoil is limited.
- Thatch accumulation was observed at approximately 50mm deep, and up to 75mm in areas.

Assessment of Course Drainage

Holes 2 to 8, which generally constitutes the perimeter of the golf course, are noted historically to be the wettest but the entire golf course is prone to deterioration over the winter months and following periods of extended inclement weather. Localised low areas become exceptionally wet, most notably directly in front of the teeing platforms. Thatch accumulation in the upper soil profile is extensive and a direct byproduct of poor drainage and lack of soil aeration. The local pits/ponds act as a collection point for water and provide a degree of drainage attenuation and storage.

Preliminary General Recommendations

- Thatch reduction through hollow core aeration and targeted scarification.
- Timely aeration – Deep solid tine aeration (i.e., Verti-Drain) and linear decompaction.
- High quality tee mats for winter play.
- Strategic paths- green to tee and tee to fairway to help bypass worst areas.
- Clear out ditches which link pits and check outfalls. If necessary, install new link mains for ditch network. Water levels in some pits are very high so outfalls need to be cleared or lowered.
- Install drainage as planned and review performance subject to the success of this and with application of cultural maintenance.

5.2 Hoylake Municipal Golf Club

Drainage proposals are set out in the schematic plan Drawing number J004741 004.

A critical issue for Hoylake Municipal Golf Club is that the primary ditch system within the golf course discharges through external ditches and streams, The Birket (a tributary of the River Mersey) and eventually the River Mersey itself. At times of high River flow the sluice gates into the Mersey are closed and consequently water backs up the system into the golf course.

The high-water table during the winter is the principal limitation to course usage and playability and in low lying areas the water table is relatively close to the surface and there is significant capillary rise through the fine textured soils. In these areas the soils are heavily mottled indicating prolonged saturation.

Soil Conditions/Profiles

- Native soils are generally fine sand to fine sand/silty loams, over a fine sand lower profile.
- Depth of soil is variable and ranges from around 150mm to 400mm plus.
- The 8th hole is based on clinker “made ground”.

Assessment of Course Drainage

The lower section of the Hoylake Municipal Golf Course, primarily affecting holes 7th, 8th and 9th in particular, is situated within flood zone 2 and is reported to be exceptionally wet over the winter months and following periods of extended precipitation. Noted very wet sections were also linked with the 1st and 2nd holes and a central section of the course through the 11th and 17th holes.

The primary ditch network on site is heavily silted, with significant iron ochre discharged through the drainage system. Localised drainage has been installed in recent years within holes 13, 14 and 15 and these constitute the traditionally drier areas of the golf course. There is evidence of older drainage systems, but functionality is dubious and significantly compromised by silted and heavily vegetated ditches.

Preliminary General Recommendations

- Appropriately timed ditch clearing is essential, avoiding disturbing banks (specialist operation), working from outfall.
- Extend pond on 7th hole (a doubling in size is envisaged) to incorporate wet low area.
- Depth of drains limited by outfall depth. If hydraulic gradients are not adequate, then the option for pumped drainage is possible to lift water from the lowest point.
- Improve immediate surface infiltration and hydraulic conductivity of the topsoil through deep solid tine aeration (i.e., Verti-drain) and linear decompaction.
- Remove poplars which are situated adjacent to installed drains.
- Focus aeration works on wet sections of 1st and 2nd holes, to link with 10th – 18th holes, for the provision of an 11 hole “loop” for winter golf to avoid problematic wet section of the course in the short term.

5.3 Brackenwood Golf Club

Drainage proposals are set out in the schematic plan Drawing number J004741 006.

The course at Brackenwood Golf Club constitutes two distinct sections, the original golf course to the West of Brackenwood Road (developed in the 1930's) with the newer section of golf course, comprising eight holes, to the East of Brackenwood Road on previous agricultural land developed in the late 1970's.

Soil Conditions/Profiles

- Topsoil generally comprises a very fine sand/silty clay loam of poor structure, approximately 300mm in depth, over a silty clay subsoil with significant stone content.
- There is also evidence of made ground (i.e., pottery fragments/ash).

Assessment of Course Drainage

There is only a rudimentary drainage system in localised areas, and in the main no formal drainage at all. Old field drains could be detected in the western section of the golf course, at times approximately some 30 to 40 metres apart.

Tees developed on the newer section of the golf course have been built up using poor quality fill material (spoil from the adjacent motorway construction). Certain sections are very soft underfoot.

Drainage characteristics on the putting surfaces are very poor, with the noted exception of the recently reconstructed 1st and 2nd Greens. A moisture content of 87% was recorded on the 3rd Green (target range 15-30%) and the 17th Green has been isolated, and an inspection pit excavated in the centre of the playing surface to ascertain the source of impediment.

Preliminary General Recommendations

- It was reported that no routine aeration operations have been undertaken across the site in at least the last 20 years. Deep solid tine aeration (i.e., Verti-Drain) and linear decompaction will improve conditions marginally when ground conditions permit the operations. Thatch removal and sand top-dressing operations would also prove advantageous.
- Pond by the 6th to be lowered with new outfall drain to the ditch and lower outlet on small pond by 11th tees.
- Improve temporary winter tee areas or upgrade mats.
- Focus works on original holes as they are slightly drier- to provide 9 playable holes in the short term (i.e., 1st, 2nd and the 12th – 18th holes) over the wetter, winter period.
- Primary drainage is required over extensive areas of the golf course and a plastic pipe network plus a secondary drainage installation (i.e., sand banding), installed perpendicular to the primary plastic pipe, is highly recommended. Where pipes alone have been installed on the approach to 12th green, the area remains very wet.
- Complete green reconstruction, to a proven USGA specification, may represent the only course of action to rectify the extensive drainage impediment, evident on a number of the putting surfaces. This would ensure appropriate profile construction with the incorporation of a dedicated sub-surface drainage.

5.4 Warren Golf Club

The 9-hole Warren Golf Club is situated on a sandy, relatively free-draining site and as such there is no immediate requirement for extensive primary plastic pipe drainage, nor is there envisaged to be a future requirement, as outlined for Arrow Park GC, Hoylake Municipal GC and Brackenwood GC.

The main areas of concern are the putting surfaces where a combination of the use of poor construction materials and a historic lack of routine aeration and thatch removal operations has negatively impacted greens drainage potential. Three such examples (5th, 8th & 9th Greens) are highlighted in the Google earth image below). This has led to standing water during periods of extended rainfall, most noticeably throughout the wetter, winter months, which has contributed significantly to a softening of the playing surface and a deterioration of turf health, surface levels and overall playability.

Preliminary General Recommendations

- Once the weather and ground conditions are conducive, undertake deep solid tine aeration (i.e., Verti-Drain) and heavy sand top-dressing on all putting surfaces to improve drainage characteristics.
- Make provision for hollow core aeration and heavy sand top-dressing during August 2021 to facilitate significant removal of problematic thatch layer which has accumulated at the top of the soil profile in greens, for the subsequent integration of sand.
- Upon successful completion of the aforementioned renovative works, an audit of the putting surfaces at Warren GC should be carried out to ascertain if said operations have resolved the drainage issues or if there remains a necessity for the installation of formal dedicated primary plastic pipe network on certain greens.



6.0 Drainage Method Statements/Considerations

6.1 Ditches

The angle of bank slope is critical to reduce the risk of collapse and facilitate future maintenance. Generally, a 1:1 bank (45 degrees), would be appropriate for the soils encountered at Arrowe Park GC, Hoylake Municipal GC and Brackenwood GC. Depths will largely be dictated by the inverts of drains where they enter ditches but 750mm to 1m depth would generally be sufficient.

6.2 Pipe Drainage

Lateral drainage needs be kept relatively shallow as the primary purpose is to collect and convey surface runoff and therefore deeper subsurface drainage is superfluous. Furthermore, the depth of the irrigation infrastructure will conflict with the drainage if placed too deeply in the profile. Therefore, lateral drainage should be placed at generally 450mm depth, to 500mm maximum depth. 80mm diameter (unless otherwise stated), perforated, corrugated flexible pipe is appropriate installed trenched with an approved tractor mounted or tracked trenching tool. Narrower trenches to accommodate a 60mm diameter pipe could be considered to reduce aggregate requirements and disturbance to the surface.

Gravel backfill should consist of 2-6mm stone. Smaller stone is recommended to reduce the rate of soil contamination from soils surrounding the trench and to support the rootzone above without an additional "blinding layer".

The upper part of the trenches is topped off with sand (compatible with that to be used for topdressing) which must also bridge with the gravel to avoid infiltration. This can be calculated from the particle distribution of the sand and gravel. A percentage of finely shredded peat or compost is mixed through the sand to provide a suitable rootzone (provisionally 10% peat or 15% compost by volume - to be determined following further testing). Depth of the rootzone will be between 125-150 mm depth. This will enable a good connection (ideally a minimum 50 mm interface) to be made with the gravel at below the surface when installing secondary sand bands. The "perching" effect (caused by capillary action) will also reduce the impact of drying out.

Where drains connect with ditches the end of the section of pipe should be protected with a section of solid wall pipe.

Where drains cut across existing drains, water from these should be picked up by the new system. However, if there is significant water flowing through the old drains, a positive connection should be made with the new drainage system.

For the lateral drains reinstatement by seeding is preferred as turf will cap off the surface of the drains. The main drains can be re-turfed using turf lifted from the line of the drain or seeded.

6.3 Sand Banding

Various options are available but the most widely used are the Blec Vibra SandMaster and Koro Topdrain (sand slits).

The Blec unit forces slits in the ground and backfills with sand in one pass, creating bands which are spaced at 260mm to nominal 150mm depth and 20mm width. The Blec sand bands are also generally less disruptive to the playing surface.

The Koro sand bands are created by excavating narrow trenches (slits) to approximately 200mm depth by 40mm width at 0.5m centres and backfilling with sand immediately after excavation. They perform a similar function but to operate efficiently drains should be spaced no wider than 4m apart. The Koro bands are more robust but are approximately double the cost of the Blec Vibra SandMaster.

Timing is important for these operations as if soils are wet and “plastic” then the Koro sand bander may not work effectively. Equally if the ground is dry and hard it may also struggle. A reasonable moisture level is also required for the Blec unit.

The effectiveness of the sand bands in either case is determined by minimising contamination as they can rapidly be rendered useless by soil contamination through soft, unstable surfaces and worm casting. The narrow Blec sand bands will be particularly vulnerable in this respect. Therefore, ongoing sand top-dressing is absolutely vital to build a protective layer at the surface.

6.4 Catch Basin

These can be combined with an inspection chamber/silt trap (using preformed HDPE Twin wall chambers with integral base) with a 30cm grated lid. The HDPE chamber should be perforated and surrounded by gravel to improve drainage immediately around the catch basin. A minimum 300mm sump should be incorporated at the base of the chamber.

6.5 Outlets

The drainage system is only as good as the main outlets from the golf course.

7.0 Implementation/Procurement

The extent of the works, as set out, requires the engagement of a suitable contractor to undertake the drainage installation.

Potentially the ditches could be excavated, together with the minor works set out, for example on the restorative works prescribed for Warren Golf Club.

From a practical viewpoint works should be grouped into areas at each respective site and areas will need to be defined for disposal of the resulting spoil from drainage excavation/installation.

8.0 Supplementary Considerations/Risk Review

8.1 Consents/Sustainable Drainage

Drainage works should not require planning consent, however, increased discharge from the golf course as a result of drainage could lead to increased flood risk downstream. For new developments, a limit is often placed on drainage discharge to existing "Greenfield" rates pre-development.

For example, drainage from Arrowe Park GC appears to discharge into Arrowe Brook and Hoylake Municipal GC eventually discharges to the River Mersey and are therefore under Environment Agency jurisdiction. We would advise approaching the Local Authority or Lead Local flood Authority to determine if permission to discharge is required and supplementary information may be required.

Ideally sustainable drainage solutions (SuDS) should be implemented to minimise environmental impacts and potentially provide environmental gains. The hierarchy for discharge of water, under SuDS principles, is as follows:

1. Discharge to ground (soakaways).
2. Discharge to surface water bodies.
3. Discharge to site wide drainage.

Discharge to ground is not viable as the native soils lack adequate permeability. Water bodies such as ponds, lakes or wetlands, require land area and must be reconciled with the needs of golf.

Storage/water harvesting is integral to many SuDS schemes as it helps to limit the volume and rate of discharge from site. It also provides a means of recycling water which otherwise would simply be lost. A reservoir would need to be developed for this approach in an out of play area of the golf course. This would involve excavation and formation of retaining banks with the spoil.

8.2 Post drainage installation maintenance

This is critical to the long-term function and viability of the system. Ditches will require periodic maintenance/cleaning and catch basins cleared of silt. The importance of thatch control and sand dressing have already been highlighted. Outlets must be kept clear.

There is the risk of drying out of drain lines, shrinkage of soils and settlement. This can be controlled by effective irrigation and sand dressing to level out.

9.0 System Longevity

With appropriate maintenance the following provides indicative system longevity when it would be expected to operate with reasonable effectiveness.

- Pipe drainage system: 20 to 25 years +*
- Sand bands (Blec): 2-3 years
- Sand bands (Koro) 3-5 years +*

* + is dependant on good ongoing maintenance.

10.0 Drainage Costs

Budget costs are indicated for the installation of primary pipe drainage, secondary drainage where designed and other drainage infrastructure such as silt chambers and headwall mounts. Contractor preliminary setup fees are approximately 15% of the total value of the works. This would be applied to each course.

Itemised costs are based on linear meterage as designed.

80mm Ø Laterals/ connection – £10/m
 150mm Ø Perforated mains – £18/m
 300mm Ø Perforated mains – £25/m
 300mm Ø Un-perforated outlet – £25/m
 Renovation of existing ditches – TBC
 Secondary drainage Koro - £2.50 m²
 Silt chambers – £500
 Headwalls – £250 (depending on size)
 Sump drain – £75

Allowances are not made for ditching work, enhancement to existing pond features used for additional attenuation, or any new attenuation features. Costs are based on current contract rates.

The better option for Koro sand slit secondary drainage and a full drainage scheme as designed is used for the purpose of calculating budgets.

10.1 Drawing J004741 002 Arrowe Park Drainage Scheme

Item	Arrowe Park - Drainage	Unit	Quantity	£/unit	Cost (£)
A1	Pipe Drains				
A1.1	Supply and install 80mm Ø Lateral drains	m	33611	£15.00	504,165.00
A1.2	Supply and install 80mm Ø Lateral connections	nr	815	£35.00	28,525.00
A1.3	Supply and install 150 mm Ø perforated mains	m	5314	£30.00	159,420.00
A1.4	Supply and install 300 mm Ø perforated mains	m	1087	£51.00	55,437.00
A1.5	Supply and install 300 mm Ø TW unperforated mains	m	910	£41.00	37,310.00
A3	Items				
A3.1	Supply and install Silt chambers	Item	57	£500.00	28,500.00
A3.2	Supply and install Headwall	Item	8	£250.00	2,000.00
A3.3	Supply and install sump drain	Item	4	£75.00	300.00
A4	Renovation				
A4.1	Renovation of existing ditches - TBC	m			0.00
Total Summary (Excluding VAT)					£815,657.00

10.2 Drawing J004741 004 Hoylake Municipal GC Drainage Scheme

Item	Hoylake Municipal - Drainage	Unit	Quantity	£/unit	Cost (£)
B1	Pipe Drains				
B1.1	Supply and install 80mm Ø Lateral drains	m	32173	£15.00	482,595.00
B1.2	Supply and install 80mm Ø Lateral connections	nr	822	£35.00	28,770.00
B1.3	Supply and install 150 mm Ø perforated mains	m	4526	£30.00	135,780.00
B1.4	Supply and install 300 mm Ø perforated mains	m	283	£51.00	14,433.00
B2	Secondary drainage				
B2.1	Supply and install Koro or approved equivalent	m ²	29297	£3.50	102,539.50
B3	Items				
B3.1	Supply and install Silt chambers	Item	33	£500.00	16,500.00
B3.2	Supply and install Headwall	Item	8	£250.00	2,000.00
B4	Renovation				
B4.1	Renovation of existing ditches - TBC	m			0.00
Total Summary (Excluding VAT)					£782,617.50

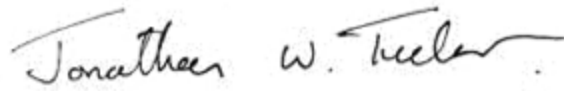
10.3 Drawing J004741 006 Brackenwood GC Drainage Scheme

Item	Brackenwood - Drainage	Unit	Quantity	£/unit	Cost (£)
C1	Pipe Drains				
C1.1	Supply and install 80mm Ø Lateral drains	m	27346	£15.00	410,190.00
C1.2	Supply and install 80mm Ø Lateral connections	nr	826	£35.00	28,910.00
C1.3	Supply and install 150 mm Ø perforated mains	m	5507	£30.00	165,210.00
C1.4	Supply and install 300 mm Ø perforated mains	m	571	£51.00	29,121.00
A1.5	Supply and install 300 mm Ø TW unperforated mains	m	115	£41.00	4,715.00
C2	Secondary drainage				
C2.1	Supply and install Koro or approved equivalent	m ²	34992	£3.50	122,472.00
C3	Items				
C3.1	Supply and install Silt chambers	Item	66	£500.00	33,000.00
C3.2	Supply and install Headwall	Item	6	£250.00	1,500.00
C4	Renovation				
C4.1	Renovation of existing ditches - TBC	m			0.00
Total Summary (Excluding VAT)					£795,118.00

Signed

A handwritten signature in black ink, appearing to read 'M Boyes', written in a cursive style.

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A handwritten signature in blue ink, reading 'M Rowley', written in a cursive style with a large loop at the end.

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APPENDIX 2 – MINIMUM REVENUE PROVISION

The below table outlines the minimum revenue provision (MRP) associated with the stated capital costs. Minimum revenue provision is repayable over the life of the asset at 30 years. It is broken down per golf course and is payable in the year following the spend. This table assumes full spend in year 21/22 for example purposes.

Capital expenditure funded by borrowing	Capital Increase	Total Asset Life	Remaining Asset Life in 2015	First MRP y/e 31.03	Final MRP y/e 31.03	2022	2023	2024	2025
Future of Golf – Project 1.1 Yr2	3,113,392	30	30	2022	2051	66,844	68,762	70,734	72,764
Hoylake	782,617	30	30	2022	2051	16,803	17,285	17,781	18,291
Arrowe Park	815,657	30	30	2022	2051	17,512	18,014	18,531	19,063
Brackenwood	1515118	30	30	2022	2051	32,529	33,463	34,423	35,410
	3,113,392					66,844	68,762	70,734	72,764

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
74,851	76,998	79,207	81,480	83,817	86,222	88,695	91,240	93,857	96,550	99,319	102,169	105,100	108,115
18,815	19,355	19,910	20,482	21,069	21,674	22,295	22,935	23,593	24,270	24,966	25,682	26,419	27,177
19,610	20,172	20,751	21,346	21,959	22,589	23,237	23,903	24,589	25,294	26,020	26,766	27,534	28,324
36,426	37,471	38,546	39,652	40,789	41,959	43,163	44,401	45,675	46,985	48,333	49,720	51,146	52,614
74,851	76,998	79,207	81,480	83,817	86,222	88,695	91,240	93,857	96,550	99,319	102,169	105,100	108,115

2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051
111,216	114,407	117,689	121,065	124,538	128,111	131,786	135,567	139,456	143,457	147,572	151,806
27,957	28,759	29,584	30,432	31,305	32,203	33,127	34,078	35,055	36,061	37,095	38,160
29,137	29,973	30,833	31,717	32,627	33,563	34,526	35,516	36,535	37,583	38,661	39,771
54,123	55,676	57,273	58,916	60,606	62,345	64,133	65,973	67,866	69,812	71,815	73,875
111,216	114,407	117,689	121,065	124,538	128,111	131,786	135,567	139,456	143,457	147,572	151,806



TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

TUESDAY 27 JULY 2021

REPORT TITLE:	TOURISM, COMMUNITIES, CULTURE AND LEISURE WORK PROGRAMME UPDATE
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

The Tourism, Communities, Culture and Leisure Committee, in co-operation with the other Policy and Service Committees, is responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee. It is envisaged that the work programme will be formed from a combination of key decisions, standing items and requested officer reports. This report provides the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Tourism, Communities, Culture and Leisure Committee is attached as Appendix 1 to this report.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee are invited to agree or otherwise determine the content of the Tourism, Communities, Culture and Leisure Committee work programme which is proposed in this report for the remainder of the 2021/22 municipal year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Tourism, Communities, Culture and Leisure Committee have the opportunity to contribute to the delivery of the annual work programme.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A number of workplan formats were explored, with the current framework open to amendment to match the requirements of the Committee

3.0 BACKGROUND INFORMATION

- 3.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:
- The Council Plan
 - The Council's transformation programme
 - The Council's Forward Plan
 - Service performance information
 - Risk management information
 - Public or service user feedback
 - Referrals from Council

Terms of Reference

The Tourism, Communities, Culture and Leisure Committee has responsibility for customer contact, community development and community services. including all of those functions related to community safety and also those regarding the promotion of community engagement. The Committee is charged by full Council to undertake responsibility for the Council's role and functions:

- (a) for customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services
- (b) community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value.
- (c) in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods.
- (d) for the provision and management of leisure, sports and recreation facilities.

- (e) for delivery of the authority's library and museums services, including but not limited to art galleries, historic buildings and their gardens and the functions of the Council regarding public records
- (f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;
- (g) in relation to bereavement services and support to the Coroner's service;
- (h) regarding community safety, crime and disorder and all associated matters;
- (i) for trading standards and environmental health, including but not limited to:
 - (i) consumer protection;
 - (ii) product safety;
 - (iii) fair trading; (iv) metrology;
 - (v) food standards and animal health;
 - (vi) air pollution control;
 - (vii) health and safety at work (except in so far as it relates to the Council as an employer);
 - (viii) public conveniences;
 - (ix) food safety; and
 - (x) control of nuisances;
- (j) in respect of emergency planning and community resilience (community, regulatory and asset services);
- (k) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and
- (l) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions

4.0 FINANCIAL IMPLICATIONS

- 4.1 This report is for information and planning purposes only, therefore there are no direct financial implication arising. However, there may be financial implications arising as a result of work programme items.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report. However, there may be legal implications arising as a result of work programme items.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are no direct implications to staffing, ICT or Assets.

7.0 RELEVANT RISKS

7.1 The Committee's ability to undertake its responsibility to provide strategic direction to the operation of the Council, make decisions on policies, co-ordinate spend, and maintain a strategic overview of outcomes, performance, risk management and budgets may be compromised if it does not have the opportunity to plan and regularly review its work across the municipal year.

8.0 ENGAGEMENT/CONSULTATION

8.1 Not applicable.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

This report is for information to Members and there are no direct equality implications.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report is for information to Members and there are no direct environment and climate implications. However, there may be implications arising as a result of work programme items.

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APPENDICES

Appendix 1: Tourism, Communities, Culture and Leisure Committee Work Programme

BACKGROUND PAPERS

Council Constitution

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	3rd March 2021 21st January 2021 23rd November 2020 26th October 2020

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

WORK PROGRAMME 2020/21

Contact Officer/s: MIKE JONES
ANNA PERRETT

July Agenda

Item	Key Decision	Lead Officer
Community Safety Strategy	No	Mark Camborne
Future of Golf update	No	Andy McCartan
Sport and Physical Strategy Update	No	Andy McCartan
Work Programme Update	No	Anna Perrett

UPCOMING KEY DECISIONS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer	Wirral Plan Priority
Birkenhead Culture and Heritage Strategy (part of Birkenhead 2040)	September 2021	Jane Morgan	Inclusive Economy

Regeneration Framework			
Wirral Culture and Heritage Strategy	July 2022	Jane Morgan	Inclusive Economy
Future of Golf (Final Report),	November 2021	Andy McCartan	Healthy and Active lives
Sport & Physical Activity Strategy Report	November 2021	Andy McCartan	Healthy and Active lives
Library Strategy & New Model (Final Report)	November 2021	Andy McCartan	Healthy and Active lives
Open Golf	Late 2022		

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Williamson Update	September 2021	Jo Burns
Battle of Brunanburh	TBC	Keith Keeley

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring	TBC	Shaer Halewood

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Working Groups/ Sub Committees				
Task and Finish work				

Spotlight sessions / workshops				
Royden Park	Workshop	June 2021	James Roberts	TBC
Corporate scrutiny / Other				

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