

Tourism, Communities, Culture and Leisure Committee
16th June 2022

REPORT TITLE:	Facility Investment Strategy - Leisure Services
REPORT OF:	Director of Neighbourhood Services

REPORT SUMMARY

This report provides Committee with a proposed Facility Investment Strategy for Leisure Services that reflects the importance placed on the provision of quality, community-based facilities providing sport and physical activities that contribute towards positive health and social outcomes for Wirral residents as identified in the Wirral Plan.

The Strategy will provide the Council with the opportunity to develop new and refurbished community facilities, designed with and for the needs of the local community and in most cases housed with co-located services, in order to deliver broader outcomes that are fundamental to the successful delivery of the outcomes of the Wirral Plan and to ensure the longer-term financial sustainability of the Council.

Having been jointly commissioned with Sport England, and produced by leading Leisure Consultants, Knight Kavanagh Page (KKP), the Facility Investment Strategy sets out the plan to deliver a combination of new and refurbished leisure facilities and community hubs for Wirral Council. It builds on the Council's strategic direction of travel as set out in the following strategic documents;

- Creating an Active Wirral 2026 (Appendix 1)
- Sport England Strategic Outcome Planning Diagnostic Report (Appendix 2)
- Wirral Council Playing Pitch and Open Space Strategy (Appendix 7)
- Environment and Climate Emergency Policy
- Medium Term Financial Strategy

Along with the evidence base developed as part of the Indoor and Built Sports Facilities Strategy (Appendix 6).

The strategy is also presented in the context of the Council's need to achieve financial stability as highlighted through the Department for Levelling Up, Housing and Communities external assurance review published in November 2021. The strategy seeks to provide a long-term investment approach that modernises and rationalises the Council estate, taking away the need for subsidy and leading to revenue savings and better outcomes for residents.

The Facilities Investment Strategy contains an accurate, detailed summary showing the current state of leisure facilities, includes proposals in respect of the component parts and shape of all future leisure facilities in the Borough, provides 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 communities served, to each other and to other sport, leisure, cultural and community facilities.

Also contained within the Investment Strategy is high-level 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.

The Strategy is aligned to the priorities of the Wirral Plan 2026:

- Active and healthy lives
- Safe and pleasant communities
- Sustainable environment
- Brighter futures
- Inclusive economy

The Investment Strategy also builds on the wider regeneration aspirations of the Council as set out in the Birkenhead 2040 Framework and the new Local Plan 2021-2037 Submission Draft. Specifically, the strategy builds on and will inform the emerging regeneration masterplan proposals at Seacombe River Corridor, Central Birkenhead, Wirral Waters and West Kirby Town Centre.

This report is a key decision as it affects Wards within the Borough

RECOMMENDATION/S

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

1. Approve the Facility Investment Strategy contained as Appendix 5 within this report.
2. Give approval for the Director of Neighbourhood Services to develop project specific business cases for the development of sites at Leasowe Leisure Centre and the new build facility development in Mid-Wirral (Woodchurch). Business cases are to be presented at a future meeting of this committee.
3. Approve the Director of Neighbourhood Services and Director of Regeneration and Place to develop proposals for Europa, Guinea Gap and West Kirby Concourse in accordance with the recommendations within the Facility Investment Strategy and in the context of regeneration master plans currently under preparation. Business cases are to be presented at a future meeting of this committee.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 On 18 January 2022, the Council's Tourism, Culture, Communities and Leisure Committee approved the 5-year strategy, "Creating an Active Wirral, A Sport and Physical Activity Strategy for Wirral", which provided an overview of the collaborative process, needs analysis and strategic priorities required to increase sport and activity levels in the borough to deliver a reduction in health and social inequalities.
- 1.2 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.
- 1.3 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 improving 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.
- 1.4 It is not a statutory requirement to have Facility Investment Strategy, but it is seen as good practice in setting out the council's priorities and plans for meeting sport and leisure needs through indoor facilities. Leisure Facilities provide the environment for schools to delivery their statutory duty of swimming lessons with only 54% of children able to swim 25m unaided, and 72.8% can swim, both well below the national average.
- 1.5 Leisure Services' intends to focus on not only being a provider of facilities, but deliver a range of services and offers that demonstrate its contribution towards the health and social outcomes for Wirral residents and communities. The percentage of Wirral's population indicated as 'Inactive' in the most recent Active Lives Survey conducted by Sport England has reduced to 23.5%. Down from 24% in November 19-20. Inactive is defined as 30 minutes of activity or less per week and also includes those that do not do any activity.
- 1.6 The Facilities Investment Strategy identified that the general location of the existing leisure centres in Wirral is good, with a relatively even spread of swimming and fitness facilities across the Borough. Also identified is the lack of available land for development, within the right locations required to build new facilities.
- 1.7 The Strategy supports the retention of the majority of current facilities within their existing neighbourhoods to ensure that residents have access to local services, especially for the most deprived communities.
- 1.8 Co-location opportunities have and will continue to be identified to bring community services together.
- 1.9 In developing the strategy, KKP engaged with a number of key stakeholders to understand the existing and emerging landscape within Wirral including key elected

members, Regeneration and Place, Children's Services, Adult Services and Public Health colleagues.

1.10 The delivery of the Facility Investment Strategy will take place in three phases:

- **Phase 1 (short term 1-5 years)** – Leasowe Leisure Centre refurbishment, Wirral Tennis Centre refurbishment, Mid-Wirral (Woodchurch) new facility.
- **Phase 2 (medium term, up to 8 years)** - The development of sites at Birkenhead (Europa), Seacombe (Guinea Gap) and West Kirby (Concourse), will be encompassed within the scope of the Regeneration masterplanning work within these areas and not be developed as standalone leisure projects.
- **Phase 3 (long term, up to 12 years)** - The site at Bebington (Oval) is considered as the Council's "flagship" site, being that with the widest range of facilities outdoor provision, and its proximity to educational facilities and other Council assets within the area. This site will require further consideration in respect of the Council's wider place shaping and regeneration ambitions.
- Immediate opportunities aligned to emerging grant funding or regeneration plans will be taken into consideration and may result in variations to the Facility Investment Strategy proposed timeline of works.

1.11 The two external assurance review reports commissioned by the Department for Levelling Up, Housing and Communities commented on the provision for leisure and cultural provision within the Borough and the requirement to reduce the number of leisure centres. Specifically, the CIPFA review stated that where external reviews are commissioned, clear targets are set for delivering savings to bring the cost of leisure services more in line with similar authorities and to a level that the Council can sustain in the medium and long term.

1.12 The CIPFA report goes on to state that there is little evidence that the Council is setting challenging targets for further savings, especially in relation to leisure services and that there is considerable scope for the Council to make further cost reductions such as in the culture and leisure sector. The report concludes that there is an opportunity to release future assets and among others, focus should be given to the leisure estate.

2.0 OTHER OPTIONS CONSIDERED

2.1 Not to progress with the transformation of leisure facilities. This option was discounted on the basis that to meet its health, social, commercial and climate emergency aims, objectives and outcomes, the Council will need to act now to address the condition of its failing estate. Given the Council's current financial position and agreement to ensure it can maintain future financial sustainability, to continue with the current level of operating costs would not be economic or provide value for money. To this end, doing nothing is not an option.

2.2 The Council could consider a programme of investment to upgrade its Leisure facilities. This option could see distinct programmes of facility improvement on a site-by-site basis funded through capital works to address conditions identified within survey reports. This approach however would not provide a long-term sustainable solution to delivering those outcomes in 2.1 (above). The Facilities Investment Strategy

identifies sites both in the wrong physical locations to achieve these outcomes, and sites affected by the Council's long term regeneration plans. It is therefore crucial that the age of and legacy issues associated with the estate are considered as a long-term programme of activity providing a complementary solution to the place shaping ambitions of the Borough. The assumed additional income generated from the cost of the investment would not be sufficient to outweigh the cost, therefore creating a pressure on the council's budget which is not viable.

- 2.3 Implement all recommendations immediately as contained in the Facilities Investment Strategy. This option was discounted due to the financial and resource implications of trying to address a significant number of major projects simultaneously. Furthermore, if the social and corporate challenges are addressed in a joined-up approach, it is critical that every facility is considered relative to the needs of the communities it serves, and other services within that community. It is essential that Leisure Services does not act as in silo, disconnected from other partners and services that could collectively provide an additional level of synergy across neighbourhoods, and that this opportunity is used to create local, effective and connected facilities delivering the health and social outcomes highlighted within the Wirral Plan.

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 Department for Digital, Culture, Media & Sport (DCMS) 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) as documented in Appendix 16 which sets out targets for reducing inactivity for children and adults within the borough. These key documents have been considered and are reflected in the Strategy.
- 3.2 In January 2021, Sport England unveiled their new 10-year strategy, 'Uniting the Movement'. The strategy contained within this report as Appendix 8, 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 The strategy highlights five 'big issues' that Sport England 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

- 3.4 Wirral Council's Leisure Facility Investment strategy is fully aligned to the direction of travel of the new Sport England Strategy. Wirral Council have worked closely with colleagues at Sport England to shape the local thinking and approach.
- 3.5 As the Council continues to adapt and rebuild from the pandemic, the strategy recognises the important role sport and physical activity within our leisure facilities plays in improving the physical and mental health of the nation, supporting the economy, reconnecting communities, and rebuilding a stronger society for all.
- 3.6 The health and wellbeing of Wirral will be a key factor in its ongoing success. The 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.
- 3.7 Facilities play a large impactful role in place shaping and this strategy will support the Council's Economic Strategy and wider regeneration place aspirations in delivering the 13,000 new homes across the Borough up to 2037 as set out in the Local Plan Submission Draft and potentially over 21,000 in Birkenhead over a longer period. The strategy will play an active and effective role alongside all partners to shape and achieve good growth for Wirral; creating great places for people to live, work, learn and enjoy, with active travel solutions linked to walking and cycling, and ensuring Wirral's infrastructure is sustainable for the future.
- 3.8 The public consultation which ran from 8 June until 19 July 2021 focussed on three key areas: adults, young people, and organisations & partners. The consultation showed from those adults who responded 76.1% of them were active within Council leisure facilities and barriers identified the need for more capacity for swimming, increased variety in classes and sessions offered and children's preferences centred around more sport specific coaching (44.2%)
- 3.9 The most recent detailed information as to the condition of the Council's current facility stock can be found in the Wirral Borough Council Indoor and Built Facilities Strategy, February 2021(Appendix 6) and the Wirral Indoor Sports Facilities Needs Assessment 2021 as presented in Appendix 16 of this report.
- 3.10 The majority of Wirral's Leisure Centre stock is old, tired, in need of significant levels of investment, and could be considered no longer fit for purpose relative to the services they provide and the outcomes they seek to achieve. Many of the sites were built between 40-60 years ago and in one case over 100 years ago. Successive reports, such as the Woodchurch Leisure Centre Feasibility Study (2019) by FMG consulting have suggested that in some cases, demolition and redevelopment to be the only viable alternative to what currently exists.
- 3.11 Most sites within the Council's leisure estate are unlikely to meet the expectations of residents and will not attract those sectors of the population who are least likely to participate in physical activity. The centres have also not responded to the decline in many traditional sports and present an inability to address rising trends in new and emerging sports and activities. This also presents a risk to the future financial sustainability of the Council.

- 3.12 The situation on Wirral in relation to the condition of its facilities is not unique. A 2021 report commissioned by APSE and LGA, found that nearly two thirds of the national public sector leisure estate is ageing and past its replacement date, with many facilities having to be closed for urgent structural repairs and many more unlikely to re-open. The same report, also identifies a Council's ageing leisure facilities stock as being responsible for up to 40% of a Council's direct carbon emissions, stressing the importance of redevelopment in achieving net zero targets and tackling the climate emergency. The operation of a modern, efficient centre will also help to reduce ongoing running costs of operation and address the conclusions of the Department of Levelling up, Housing and Communities report authored by CIPFA which instructs the reduction of cost.
- 3.13 The Facilities Investment Strategy therefore presents an opportunity to deliver state of the art, active facilities for Wirral residents by future proofing them with new design and more efficient and impactful solutions to our communities to be active, stay healthier for longer and make an invaluable contribution towards wider objectives, such as reducing the burden on the health and social care system, tackling obesity and other associated debilitating illnesses and addressing our environmental and climate emergency commitments.
- 3.14 The Facilities Investment Strategy proposes new solutions for all of our existing leisure facilities. This proposal is intended to act as a template for what could be achieved and only represents a start, in the event that the Council wishes to adopt the principle that action is needed to address the estate. It is for the Council to determine how these facilities will be designed, developed, and operated to deliver community resilience, health and wellbeing opportunities for all and across all demographics with financial sustainability for the future. It is important to note that depending on the viability of the individual business cases, once written, all or some of these new solutions may not come forward if a net cash benefit cannot be demonstrated.
- 3.15 The Facilities Investment Strategy should be considered in the light of the reports and recommendations following the external assurance review commissioned by DLUHC in Autumn 2021 in response to the Council's request for exceptional financial support to meet its financial pressures. The review highlighted that Wirral's current spend on leisure and culture is significantly above benchmark and the continued subsidising of discretionary services is unsustainable and should be addressed as a matter of priority. This strategy seeks to achieve this by following a considered business case model for rationalising and investing in a modernised leisure estate.
- 3.16 The Facilities Investment Strategy acknowledges and asks the Council to give future consideration to its long term proposed operating model. Whilst not an immediate decision, how future facilities could be managed and operated in Wirral in order to achieve the desired financial and social outcomes should nonetheless be factored into the work programme of the committee. This will be considered as part of the development of the full business case which will also consider the DLUHC external assurance reviews.

4.0 FINANCIAL IMPLICATIONS

- 4.1 In order to develop the required business cases the Council will need to procure specialist consultative services.
- 4.2 Members are asked to note that financial information has been provided within the Facilities Investment Strategy document that provides an indication of the estimated replacement / refurbishment costs for all of the Council's Leisure Estate together with estimates as to how investment will deliver a positive, improved revenue for the service. These forecasts however only represent a "point in time" assessment, whereas an actual cost will be developed on a site-by-site basis and will be influenced by the services that the Council wishes to include "in scope" for that particular development.
- 4.3 The actual costs and subsequent income forecast for each development will be produced and available for member scrutiny as part of the business case development process on a site-by-site basis. Co-location opportunities and income from third party services will in turn affect both the financial sustainability of any individual development and could reduce the overall cost burden on the Council through rationalisation of its estate. Once individual business cases are compiled, it maybe that some or all sites do not come forward if they do not generate a net cash benefit for the Council.
- 4.4 Furthermore, macroeconomic events could influence the development and build costs of any infrastructure project. The construction sector, post pandemic, and as a consequence of global events is currently experiencing significant inflationary pressures which could have a direct impact on cost modelling and mean that further development is unaffordable.
- 4.5 Redevelopment of the Council's Leisure estate into modern, efficient centres will enable significant reductions in ongoing running costs of any sites, together with bringing carbon reduction benefits. These forecasts will be established as an outcome of the business development process and form part of the Medium Term Financial Strategy.
- 4.6 Refurbishment redevelopment costs need to be considered against estimated dilapidation and remediation costs in excess of £15m. Any programme of work to refurbish or redevelop the Council's Leisure estate will negate the requirement to undertake these works, albeit any essential Health and Safety works on existing facilities will still require addressing on an ongoing basis.
- 4.7 The outcome of this strategic approach is fundamental in attracting inward investment from national sporting governing 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 consider closure of these facilities.
- 4.8 It is acknowledged that upfront investment in physical activity could lead to longer term reductions in costs of other whole system costs including front-line public sector (children's, adults etc) and health services. For every £1 invested in Sport and physical activity there is a return on investment of £3.91.

4.9 As described, The Department for Digital, Culture, Media & Sport (DCMS) 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). However, this approach needs to be balanced against the Council's financial position and the conclusions of the Department of Levelling Up, Housing and Communities external assurance review authored by CIPFA. The council will therefore only invest in new or refurbished facilities where there is a net cash benefit i.e. that further income over cost can be generated that will contribute to the Council's Medium Term Financial Plan. This will be clearly laid out in the business cases being presented to future committees.

5.0 LEGAL IMPLICATIONS

5.1 There is no legal requirement to have a Facilities Investment Strategy, as Leisure is a non-statutory Council function. It is however considered good practice to outline the Council's plans for the period 2021-2026, based on the evidence, public consultation and the current Covid-19 landscape.

5.2 Legal advice will be considered and provided as part of the business planning process on a site-by-site basis and will form part of any business case development at every stage.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 Resource implications will be given consideration at every stage of the business planning process and identified within each individual business case. Members are asked to note that the modernisation or redevelopment of individual facilities will be classified as "major build" projects therefore a corresponding level of resource – both internal and external – will be required to support such projects.

7.0 RELEVANT RISKS

7.1 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, could be substantial where the Council did not 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.

- 7.4 The financial information and costs relating to the individual business cases could be overbudget due to lack of sufficient capacity within the market, market skilled with specific leisure development experience. This would be caveated by specific frameworks.
- 7.5 There is limited information on the condition of the Council's estate which is a significant risk and absence of a current asset disposal strategy poses a risk that this information cannot be fed into the future work arising from the review.
- 7.5 The council cannot afford to continue to operate services in the current form and if no action is taken to address this, there is risk of Government intervention as highlighted in the letter from the Minister of State for Equalities and Levelling Up Communities regarding the of Exceptional Financial Support.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Public consultation was undertaken, engaging with residents, particularly those who were inactive, to understand the motivations, needs and wants in being physically active. This took place on the Have Your Say platform, with the survey going live on the 8 June 2021, and lasted 6 weeks, until 19 July 2021. The consultation was used to inform the basis of the Sports & Physical Activity strategy, realigning the outline, with the wants and needs of the residents in the community.
- 8.2 Three independent consultations were undertaken, each with a different target group; adults, young people and partnerships. Each questionnaire was developed to enable residents to share their views about sport and physical activity, and an opportunity to provide free text answers was also provided. Furthermore, an ideas board was set up to allow residents to submit their own ideas, which other users could engage with through approval and comments.
- 8.3 The online consultation platform reached 2,963 people and in total over 750 residents provided feedback. Whilst the survey is not representative of the Wirral population, it does provide detailed information from those who engaged with the survey. Within the Active People element of the new strategy, officers will continue to engage with our residents to further our understanding of their wants and needs.
- 8.4 If the Strategy is to be progressed, each leisure facility will have a full and detailed consultation exercise as part of the redevelopment programme of works.

9.0 EQUALITY IMPLICATIONS

- 9.1 The Facility Investment Strategy is designed to increase participation and uptake from those target groups set out in the Sport and Physical Activity Strategy.
- 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.

Leisure facilities were reviewed as part of the Sport and Physical Activity Strategy Equality Impact Assessment 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>.

9.3 An EIA will be produced as part of each business case developed.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 Leisure centres are some of the biggest users of energy within the Council portfolio. Modernising the leisure centres will reduce the carbon footprint to help the council achieve net zero carbon by 2030, as well as making more attractive buildings which will enhance the local townscape.

10.2 Keeping leisure provision within local communities and increasing our outreach offer, will all serve to minimise emissions from car usage. The leisure facilities will all have cycle storage and active travel access with associated infrastructure facilities, under the government's 'gear change' initiative.

10.3 When modernising buildings the Council will ensure that they are energy efficient, with minimal energy consumption and wastage of energy and maximise energy conservation, through good design choices. Consideration will be given to investment in alternative energy sources in order to reduce our carbon footprint and support the Councils Climate Emergency Action Plan and the outcomes of the Cool 2 climate change strategy for Wirral.

10.4 As a result of the initiatives outlined above, the content and recommendations contained within this report are expected to reduce emissions of greenhouse gases.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 There are a number of social value implications that are directly associated with his committee report. 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 provide new evidence of the council's Leisure facilities performance, sustainability, and social value. <https://movingcommunities.org/>

11.2 In March 2022, the most recent data available, Moving Communities social value calculator shows Wirral's Leisure centres have generated, in monetary terms; £3,167,225 of Subjective Wellbeing, £29,614 of Individual Development (education), £1,223,639 of Physical and Mental Health value and £1,446,465 in Social and Community Development (crime reduction) in the last 12 months. The combined Social Value of the Leisure Centres is £5,866,943 over the last 12 months, with an average social value of £102.87 per person. This was collected during the COVID period and additional data is required to reinforce our position now more services are being reopened.

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APPENDICES

1. [Creating an Active Wirral](#), a Sport and Physical Activity Strategy for Wirral 2026
2. Wirral Council – Strategic Outcomes Planning Guidance Report 2021
3. [Sport and Physical Activity Strategy Public Consultation Report](#)
4. Sport and Physical Activity Strategy Needs Analysis
5. Wirral Facilities Investment Strategy 2022. - Exempt
6. [Wirral Borough Council Indoor and Built Facilities Strategy](#), February 2021
7. [Wirral Playing Pitch and Open Space Strategy and Action Plan](#), 2021
8. Sport England – [Strategic Outcomes Planning Guidance 2019](#)

BACKGROUND PAPERS

- 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
- Department of Culture, Media and Sport: [Sporting Future: A New Strategy for an Active Nation](#), 2015
- FMG consulting, Woodchurch Leisure Centre Feasibility Study (2019)
- BWB [Leisure Review 2018/19](#)
- Merseyside Sport Partnership Strategic Framework (2017-2022)
- Securing Futures

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	January 2022
Tourism, Communities, Culture and Leisure Committee	July 2021