

Appendix 1

Recommended Transformation of Leisure Centre Sites in Wirral (including the currently decommissioned Woodchurch Leisure Centre)

See below table for description of asterix * and numbered items (1), (2) and (3).

| Facility | Ward | Status | Direction of travel |
|------------------------------------|-------------------------|--|---|
| Europa Leisure Centre (wet) | Birkenhead and Tranmere | Built: 1995 Age: 30 years | Short term (<12 months) (1) |
| | | | Medium term (<24 months) (2) <ul style="list-style-type: none"> • Work with the Town Centre Regeneration masterplan team. • Secure funding for initial feasibility, for a new state of the art Health and Wellbeing Hub on the footprint of the existing Birkenhead Market site |
| | | | Long term (<36 months) (3) <ul style="list-style-type: none"> • Create a new state of the art multi-purpose health & wellbeing hub on the existing Birkenhead Market site. • To house other public and partner services under one roof to diversify the funding model, reduce risk and maximise the offer to residents, increase usage and footfall, |

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| | | | and achieve associated cost savings / income. As a minimum, the provision of library and health services should be given prime consideration for inclusion in any new facility. |
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Narrative to detail the priority and transformational change position of Birkenhead Town Centre and the future Leisure offer *(extracted from the BDP Birkenhead Town Centre Masterplan)*

Regarding regeneration and the aspirations for a new state of the art Health and Wellbeing Hub...Birkenhead is currently the focus for the longer-term transformational change.

The town centre benefits from the existing nearby Europa Leisure Centre, however as part of this masterplan options are presented to draw these into the retail core of the town and with them bring new footfall, and with the newly available space, residential development can occur, re-enforcing the need for a new Health and Wellbeing Hub, to cater for the additional demand for leisure and public health facing services, created through increased residential population.

The footfall to Europa Leisure Centre clearly identifies this as a loved asset by the community, but the facility is tired and needs improvement to align to both the required offer for the current and future community. This needs to be balanced against cost to the Council to maintain an aging asset.

The leisure centre has the single highest footfall in the town centre, of any amenity, and re-enforces the need for a revised, relocated and better provision in the future.

The Interim Director of Regeneration and Place has committed external financial grant fund resource to support the undertaking of full feasibility work, in order to fully explore the design and development concept of a new public facing health and wellbeing hub in Birkenhead.

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| Guinea Gap Leisure Centre (wet) | Seacombe | Built: 1908 | Short term (<12 months) (1) |
| | | Age: | Medium term (<24 months) (2) |

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| | | 117 years (Considered beyond operational life expectancy) | <ul style="list-style-type: none"> • Work with the Town Centre Regeneration masterplan team. |
| | | | <p>Long term (<36 months) (3)</p> <ul style="list-style-type: none"> • The development of a strategic business case to deliver a state-of-the-art Health and Wellbeing Hub in a location within the Wallasey area • Work with the Football Foundation to explore the potential to tackle the outputs of the PPS and the local plan, within the Wallasey area |
| | | | |
| West Kirby Leisure Centre (wet) | West Kirby and Thurstaston | <p>Built: 1977 and partially refurbished in 2004</p> <p>Age: 48 years</p> | <p>Short term (<12 months) (1)</p> <p>Medium term (<24 months) (2)</p> <ul style="list-style-type: none"> • Explore capital funding for aesthetic improvement to the Leisure Centre and its immediate surround, based on the consultation work being led by Regeneration and Place Directorate on the West Kirby Town Centre master planning work |

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| | | | <p>Long term (<36 months)</p> <p>(3)</p> <ul style="list-style-type: none"> • Work with Assets and Investment Department within Regeneration and Place Directorate and seek to expedite the demolition of the mothballed former medical centre to re-purpose the Medical Centre footprint into a new income generating leisure offer, to be decided. |
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| Leasowe Leisure Centre (wet) | Leasowe and Moreton East | Built: 1976 | <p>Short term (<12 months)</p> <p>(1)</p> |
| | | Age: 49 years | <p>Medium term (<24 months)</p> <p>(2)</p> <ul style="list-style-type: none"> • Claremount 3G Football Pitch development |
| | | | <p>Long term (<36 months)</p> <p>(3)</p> <ul style="list-style-type: none"> • Work with Assets and Investment Department within Regeneration and Place Directorate and seek to expedite the co-location of services within the surrounding area, into the existing Leisure Centre building and footprint. |

| The Oval Leisure Centre (wet) | Bebington | Built: 1972 | Short term (<12 months) (1) |
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| | | Age: 53 years | Medium term (<24 months) (2) <ul style="list-style-type: none"> Explore potential closure of specific areas of the site whilst major infrastructural works are carried out. |
| | | | Long term (<36 months) (3) |
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| Bidston Sports and Activity Centre | Bidston and St James | Built: 1990 and partially refurbished in 2023 | Short term (<12 months) (1) |
| | | | Medium term (<24 months) (2) |
| | | Age: 35 years | Long term (<36 months) (3) |
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| Woodchurch Leisure Centre / Woodchurch Community Football Hub | Upton | | Short term (<12 months) (1) <ul style="list-style-type: none"> Work with Council Officers inside the Assets and Investment Department to expedite the demolition of the former Leisure |

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| | | | <p>Centre, so that a new sports and activity mix can be developed in consultation with the community. Subject to strategic business case and available funding.</p> |
| | | | <p>Medium term (<24 months)</p> <p>(2)</p> <ul style="list-style-type: none"> • Look to potentially develop an additional mix of Sport and Activity facilities, based on data, to compliment the newly built super-size 3G pitch offer. |
| | | | <p>Long term (<36 months)</p> <ul style="list-style-type: none"> • Work with the Football Foundation to transition the Woodchurch Leisure Centre Footprint into the Borough's main Footballing Hub. Seek inward investment from national funding bodies for additional artificial grass pitches / tackling the outputs designed into the Playing Pitch Strategy • Look to potentially develop an additional mix of Sport and Activity facilities, based on |

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| | | | data, to compliment the newly built super-size 3G pitch offer. |
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(1) Applies to each Leisure Centre under short term interventions, with exception of Woodchurch Leisure Centre/Community Football Hub:

- *Undertake small scale priority Corporate Landlord Health and Safety Inspection capital works, to immediately improve the operating model*

(2) Applies to each Leisure Centre under medium term interventions, with exception of Woodchurch Leisure Centre/Community Football Hub:

- *Refine the status quo Target Operating Model to MTFP savings targets placed upon the service*
- *Business case development for medium term infrastructure capital investment for necessary repair/maintenance requirements*
- *Business case development for investment in new equipment required to maintain customer base and standard of consumer offer.*

(3) Applies to each Leisure Centre under medium term interventions, with exception of Woodchurch Leisure Centre/Community Football Hub:

- *Where appropriate research and implement appropriate alternative delivery models **

* A leisure service might seek an alternative delivery model to improve its efficiency, enhance user experience, or address challenges in its current structure. Here are some key reasons:

Cost Efficiency

- **Reduce Operational Costs:** Outsourcing or public-private partnerships can lower expenses by leveraging external expertise or economies of scale.
- **Access to Funding:** Alternative models may enable access to grants, sponsorships, or private investment.

Improved Service Quality

- **Specialised Expertise:** External operators may bring innovative practices, better technology, or specialized skills.
- **Focus on Core Activities:** By partnering with other entities, the service provider can concentrate on core functions like community engagement or strategic planning.

Increased Accessibility

- **Broader Reach:** Collaborating with community organizations or private entities might improve accessibility for underserved populations.
- **Flexible Hours and Offerings:** Alternative models may offer more adaptable programming and schedules.

Responding to Changing Demographics and Needs

- **Diverse Offerings:** A new model might cater to evolving customer preferences, such as wellness trends or digital experiences.
- **Inclusivity:** Partnerships can focus on inclusivity and access for all demographic groups.

Financial Pressures

- **Revenue Generation:** Alternative models, such as leasing facilities to private operators, can generate revenue to sustain or expand services.
- **Budget Constraints:** Public leisure services often face funding cuts, pushing them to explore cost-sharing or outsourcing.

Regulatory and Policy Changes

New policies may require changes in governance or operations, prompting the exploration of models like social enterprises or non-profits.

Risk Mitigation

Sharing risks with partners (e.g., private companies or non-profits) can reduce financial and operational vulnerabilities.

Common Alternative Delivery Models

- **Outsourcing:** Contracting a third party to manage operations.
- **School-Council Partnerships:** Collaboration between Secondary Schools and Local Authority
- **Public-Private Partnerships:** Collaborative arrangements for shared responsibility.
- **Community Management:** Involving local groups in running facilities or programs.
- **Social Enterprise Models:** Operating with both a social and financial mission.

Through the consideration of an alternative delivery model, a leisure service would aim to enhance sustainability, adapt to societal shifts, and ensure that they continue to meet the needs of their communities.