



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 1 MARCH 2021
Report Number	AGENDA ITEM 8
Subject	STRATEGIC OUTCOMES PLANNING MODEL – LEISURE STRATEGY
Wards affected	ALL
Accountable member	Cllr Jenny Forde, Cabinet Member for Health and Wellbeing Email: jenny.forde@cotswold.gov.uk
Accountable officer	Scott Williams, Business Manager (Contracts) Tel: 01285 623654 Email: scott.williams@publicagroup.uk
Summary/Purpose	To consider the findings and recommendations proposed by consultants commissioned to develop a Strategic Outcomes Planning Model – Leisure Strategy for the District and approve the Strategy.
Annexes	Annex A – Strategic Outcomes Planning Model Summary Report February 2021 (Full Report to be uploaded to Councillor Portal).
Recommendation/s	That the Cabinet: <ul style="list-style-type: none"> a) Endorses the findings of the consultant and approves the Strategic Outcomes Planning Model – Leisure Strategy, including its key intervention recommendations. b) Delegates’ authority to Officers to work in partnership with other organisations to establish the feasibility and funding sources for the projects identified within the strategy and to prepare business cases, where opportunities arise, to bring them forward for consideration. c) Give authority to undertake a leisure management options appraisal to determine the most suitable delivery model, contract scope and contract terms for the Council’s leisure facilities, when the current contract expires.
Corporate priorities	Support Health and Wellbeing.
Key Decision	NO
Exempt	NO
Consultees/ Consultation	1) Key Stakeholders consultation – Active Gloucestershire, Gloucestershire County Council, Gloucestershire Police and Crime Commissioner, Bromford, Cotswold National Landscape, Clinical Commissioning Group, Sport and Leisure Ltd.

	<p>2) Online community survey – 1,066 residents responses received.</p> <p>3) Virtual focus groups – Tetbury residents, Fairford residents, young people, older people and families.</p>
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I. BACKGROUND

Cotswold District Council required a Strategic Outcome Planning Model – Leisure Strategy for the District, to develop a clear approach (determined by local priorities and outcomes) to providing effective and sustainable physical activity and sports opportunities for local communities via investment in its stock of leisure facilities and other non-facility services interventions.

2. MAIN POINTS

- 2.1. Leisure consultants Max Associates were commissioned to undertake the Strategic Outcomes Planning Model – Leisure Strategy, . The firm utilised Sport England Guidance, which was published to assist local authorities to take a strategic approach to maximising the contribution that sport and physical activity makes to its local outcomes and to ensure that any local investment made is as effective as possible and is sustainable in the long term.
- 2.2. The Strategic Outcomes Planning Model is broken down into four stages:
 - a) Stage 1 Outcomes - Developing shared local outcome for your place;
 - b) Stage 2 Insight - Understand your community and your place;
 - c) Stage 3 Interventions - Identify how the outcomes can be delivered sustainably;
 - d) Stage 4 Commitment - Secure investment and commitment to outcome delivery.
- 2.3. Local and National strategies and priorities (full details can be found in Stage 1 of the full report) were considered and extensive consultation was carried out with residents and stakeholders to understand how physical activity and sport can impact these strategies and priorities. Key themes emerged as; Healthier District, Connected Community and Active environment.
- 2.4. The outcome of the strategy is the establishment of key service and facility intervention recommendations, these are set out in Annex A.
- 2.5. Within Stage 4 of the report, the consultants have recommended that a leisure management options appraisal is conducted to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities, when the current contract expires in July 2023 (there is the option to extend the current contract by 3 years.)
- 2.6. It is worth noting that the research for this strategy commenced prior to the Covid-19 pandemic, which has had a huge impact on all aspects of UK life and economy, including the unprecedented closure of leisure centres across the country. The effects of this on leisure services is still unknown, but it is clear that going forward the benefits of being physically active will need to be aligned with local priorities to show how physical activity can be a really effective means of helping the recovery.

3. FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications arising directly from this report.
- 3.2. The specific intervention recommendations set out in the Strategy will, if taken forward, have financial implications for the Council in the future. However, the strategy will be used to provide evidence and support in securing external sources of grant funding and Section 106 contributions which can be used to support individual business cases. If the strategy is approved, further reports will be submitted to members identifying sources of funding for consideration and will request approval to progress the recommendations in the strategy as opportunities arise.

4. LEGAL IMPLICATIONS

- 4.1. There are no legal implications arising directly

5. RISK ASSESSMENT

- 5.1. The full extent of the impact Covid-19 pandemic has had is yet to be determined and the future of built leisure services is uncertain, therefore further assessments will be required as we enter the recovery phase.

6. EQUALITIES IMPACT

- 6.1. Any projects/ interventions emerging as a result of the Strategic Outcomes Planning Model – Leisure Strategy will be assessed individually for equalities impact. This is reinforced under the Health and Wellbeing priority of the Corporate Plan, where a range of actions have been identified in order to improve equal access to quality services across the District.

7. CLIMATE CHANGE IMPLICATIONS

- 7.1. There are no climate change implications arising immediately from this report.
- 7.2. The specific interventions and projects emerging from the strategy's recommendations will have climate change implications and opportunities for carbon reduction. This will be considered at the feasibility stage of each project and reported on at a later stage. In order to maximise the opportunity for carbon reductions through individual interventions and projects, carbon reduction will be included as an objective from the start of the design process, and a realistic estimate of the quantified carbon reduction benefit will be made in each case.

8. ALTERNATIVE OPTIONS

- 8.1. Members could choose not to accept the report and/ or its recommendations. The implications of not adopting the Strategic Outcomes Planning Model – Leisure Strategy, could disadvantage the Council when bidding for future external funding and seeking developer contribution towards specific projects and interventions.

9. BACKGROUND PAPERS

- 9.1. None

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