

Public Document Pack



Supplement 1 – Leisure Strategy

Dear Councillor

CORPORATE PROJECTS SCRUTINY COMMITTEE - TUESDAY, 21ST NOVEMBER, 2017

I am now able to enclose, for consideration at next Tuesday, 21st November, 2017 meeting of the Corporate Projects Scrutiny Committee, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
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| 4. | <u>Leisure Strategy</u> (Pages 3 - 22) |
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Yours sincerely



Chief Executive

Encs

21 November 2017

Corporate Projects Scrutiny Committee

Leisure Strategy Working Group Report

Report of: *Kim Anderson, Working Group Lead Officer*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 This report submits the report and recommendations of the Leisure Strategy Working Group for consideration by the Corporate Projects Scrutiny Committee.

2. Recommendation(s)

- 2.1 **Note the Leisure Strategy Working Group and agree the recommendations contained within it.**
- 2.2 **The findings of the Leisure Strategy Working Group are submitted to the Community, Health and Housing Committee on 4 December 2017 for their consideration.**

3. Background

- 3.1 The Leisure Strategy Working Group was established in August 2017 to review the following areas of the Council's leisure and cultural provision. This is split into three phases:
- a) Phase 1 – King George's Playing Fields and Warley Playing Fields
 - b) Phase 2 – Play areas and options for ongoing maintenance
 - c) Phase 3 – Brentwood Centre and provision for sport/leisure across the Borough
- 3.2 The purpose of the review was to ensure that the Leisure Strategy delivers Value for Money, provides a sustainable and fit for purpose leisure provision for the residents of Brentwood by:
- a) By reducing revenue and capital expenditure to Brentwood Borough Council in its leisure facilities

- b) Increase capital investment in leisure facilities
- c) Explore alternative operational management opportunities
- d) Reduce the risk to the Council
- e) Increased sport and leisure participation in Brentwood

3.3 The Leisure Strategy Working Group report and recommendations is attached at **Appendix A**.

3.4 Once agreed the Working Group report will be submitted to Community, Health and Housing Committee for consideration on 4 December 2017.

4 Reasons for Recommendation

4.1 To ensure that options within each of those strands are fully examined, reviewed and prioritised and that the Leisure Strategy delivers Value for money, is sustainable and meets the needs of Brentwood residents.

5 References to Corporate Plan

5.1 The vision of Transformation includes an action to improve the Council's governance arrangements, leading to faster, more effective decision-making. An effective scrutiny function is an essential element of that priority.

6 Implications

Financial Implications

Name & Title: Jacqueline Van Mellaerts, Deputy S151 Officer

Tel & Email: 01277 312829 /

jacquelinevanmellaerts@brentwood.gov.uk

6.1 There are no direct financial implications arising from this report.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer & Head of Legal Services

Tel & Email: 01277 312500 / daniel.toohey@brentwood.gov.uk

6.2 There are no legal implications arising directly from this report.

7 Background Papers

7.1 4Global Report. This report was circulated in June 2017. If Members require an electronic copy of this report, please contact the author of this report.

8 Appendices to this report

Appendix A – Draft Leisure Strategy Working Group Report.

Report Author Contact Details:

Name: Kim Anderson, Partnership, Leisure and Funding Manager
Telephone: 01277 312634
E-mail: kim.anderson@brentwood.gov.uk

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21 November 2017

Corporate Projects Scrutiny Committee

Leisure Strategy Working Group Report

<p>Working Group Members Cllr Pound (Chair) Cllr Middlehurst Cllr Murphy Cllr Davies Cllr Hubbard</p>
<p>Supporting Officers Phil Ruck, Chief Executive Kim Anderson, Partnership, Leisure and Funding Manager Stuart Anderson, Countryside and Open Space Supervisor</p>
<p>Scope The scope of the Working Group as agreed at the Policy, Projects and Resources Committee on the 20 June 2017 and at the Corporate Projects Scrutiny Committee on 3 July 2017 is set out below:</p> <p>Review the three-phased approach to the delivery of the Leisure Strategy. Review the outcome of the consultation with residents and visitors on options of new activities for King George's Playing Fields.</p>
<p>Methodology</p> <ul style="list-style-type: none">• Cross party working group meetings• Consultants reports• Presentations from leisure providers• Consultations• Local data analytics such as health profiles
<p>Meeting Dates 2 August 2017 6 September 2017 5 October 2017 6 November 2017</p> <p>Attached as Addendum 1 are the notes of the above meetings.</p>

Terms of Reference
The Working Groups Terms of Reference are attached at Addendum 2.

1. Report Recommendations

The report recommendations of the working group are set out in full below.

R.1 Officers facilitate a workshop with industry experts and Members to drive the outcomes and principles of the Council's Leisure Strategy

R.2 Following on from the workshop session, it is recommended that officers liaise with industry experts to develop the Leisure Strategy for Brentwood to enable the Council to deliver the outcomes, agree the short-term priorities and longer-term objectives.

R.3 That the Officers and Members explore the potential of a parallel procurement process when developing the Leisure Strategy subject to the Council's procurement procedures.

2. Introduction

The Council needs to ensure that it has a clear vision in respect of the Leisure Strategy to ensure that it delivers value for money, is sustainable and fit for purpose for the future needs of the residents of Brentwood. It was agreed at Policy, Projects and Resources Committee on 20 June 2017 that the Leisure Strategy work will be split in three separate phases to allow officers and members to thoroughly explore the options available to them.

The focus within this report is Phase 1 – King George's Playing Fields and Warley Playing Fields. Within the Terms of Reference of the Leisure Strategy Working Group the group may request further work or information to be provided to them to clarify any implications or issues that may affect the Council.

The Leisure Strategy Working Group noted that a separate report on the Council's Community Halls will be presented to Policy, Projects and Resources Committee on 29 November 2017 looking at the possible future options for the Halls.

A Value for Money review and Options appraisal was undertaken by 4 Global in 2016 to evaluate the options and future provision and operational management of the Brentwood Centre, community halls, play areas and Hartswood Golf Course. Their report was circulated to all Members in June 2017. There were a number of recommendations within their report, and while the Council does not necessarily accept all of them, officers would need to identify any areas that required further clarification or investigation before submitting any future recommendations back to Members.

A separate piece of work is currently being undertaken by consultants to look at the play pitch provision across the Borough. Any recommendations that come out of that report (due in early 2018) will also need to be reviewed as they may have implications on both King George's Playing Fields and Warley Playing Fields.

3. Purpose

The purpose of the Leisure Strategy Working Group (LSWG) is to inform and assist the Community, Health and Housing Committee in agreeing recommendations on each of the three phases.

The LSWG will review the report submitted by 4Global which undertook a Value for Money Review and Options Appraisal of the Council's Leisure and Cultural facilities together with other relevant information and reports provided by officers and the agree the workplan and next steps for officers for each of the phases and inform recommendations that will come back to the Corporate Projects Scrutiny Committee.

Ensure that the Leisure Strategy delivers Value for Money, provides a sustainable and fit for purpose leisure provision for the residents of Brentwood by:

- Reduce revenue and capital expenditure to Brentwood Borough Council in its leisure facilities
- Increase capital investment in leisure facilities
- Explore alternative operational management opportunities
- Reduce the risk to the Council
- Increase sport and leisure participation in Brentwood

The focus in Phase 1 is the future development of King George's Playing Fields and Warley Playing Fields.

4. Key Findings

- Currently there is no Leisure Strategy in place, so the Council needs to be clear about how it will achieve its desired outcomes.

- The Council needs to develop a clear vision for King George’s Playing Fields and Warley Playing Fields.
- Short and long-term priorities for both sites need to be agreed and any immediate actions for the play areas need to be undertaken
- After the leisure development organisations presentations, the LSWG believe there is a need for the Leisure Strategy to be informed by industry experts
- Explore options of private/public partnerships and alternative operational management opportunities. Members needs to agree whether one partner or a hybrid approach is appropriate
- Agree requirements for any pavilion buildings on both sites
- Financial implications to the Council to be identified for any development
- That use is made of existing trails and paths to link the Council’s leisure facilities
- Any development plans ensure that all facilities are accessible (including paths), sustainable/eco-friendly and sympathetic to its surroundings
- That Officers liaise with other authorities to identify opportunities and issues in respect of their own leisure facilities and explore external funding models.
- On completion of the refurbished play area in Warley Playing Fields, representatives are invited to the official opening.

5. Explanation of Recommendations

<p>Recommendation 1</p> <p>Officers facilitate a workshop with industry experts and Members to drive the outcomes and principles of the Council’s Leisure Strategy</p>
<p>Explanation</p> <p>The Council needs to be clear about how it can deliver the desired outcomes from its Leisure Strategy. It also needs to agree the principles that will underpin the Leisure Strategy. A workshop open to all interested Members can assist in this process and inform the framework on which the strategy will sit.</p>
<p>Recommendation 2</p> <p>Following on from the workshop session, it is recommended that officers liaise with industry experts to develop the Leisure Strategy for Brentwood to enable the Council to deliver the outcomes, agree the short-term priorities and longer-term objectives.</p>
<p>Explanation</p> <p>Once Members have agreed the desired outcomes, it also need to be clear how it can be delivered. It is therefore recommended that officers work with industry experts to develop the Leisure Strategy as there is not the resource or expertise to do this in house. Future funding streams and</p>

the impact on Brentwood Borough Council's financial capacity needs to be identified to deliver realistic improvements to the Council's leisure facilities. Once drafted the Leisure Strategy will come back to Community, Health and Housing Committee for recommendation.

Recommendation 3

That the Officers and Members explore the potential of a parallel procurement process when developing the Leisure Strategy subject to the Council's procurement procedures.

Explanation

After the Leisure Development presentations, it was noted that there could be an advantage in running the procurement process at the same time as the Leisure Strategy is developed. It could allow officers and Members to have a clearer idea of how leisure improvements could be funded and inform any potential costs and income of any enhanced or new provision.

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Terms of reference

1. Purpose

The purpose of the Leisure Strategy Working Group (LSWG), as agreed by the Corporate Projects Scrutiny Committee on the 3 July 2017 is to inform and assist the Community Health and Housing Committee in agreeing recommendations on each of the three phases which was agreed by the Policy, Projects and Resources Committee on the 20 June 2017. The LSWG will review the report submitted by 4Global which undertook a Value for Money Review and Options Appraisal of the Council's Leisure and Cultural facilities together with other relevant information and reports provided by officers and agree the workplan and next steps for officers for each of the phases and inform recommendations that will come back to the Community Health and Housing Committee.

The working group may request further work or information to be provided to them to clarify any implications or issues that may affect the Council.

2. Responsibilities

The key responsibilities of the Working Group will be to examine the following areas of Council's leisure and cultural provision:

Phase 1 – King George's Playing Fields and Warley Playing Fields

- Paddling Pools, consultation and future options
- Pavilion building current and future use
- Golf Course
- Other areas of the park
- Opportunities such as Private/Public partnerships, external funding

Phase 2 – Play Areas and options for ongoing maintenance

- 4Global recommendations
- Current and future provision and location
- Destination play areas
- Opportunities

Phase 3 – Brentwood Centre and provision for sport/leisure across the Borough

To ensure that all options within each of those strands are fully examined, reviewed and prioritised and any recommendations are reported back to the Community Health and Housing Committee and progress reports are reported back to the Corporate Projects Scrutiny Committee. (or alternative responsible Committee if required).

To lead the work on the development of the Council's Leisure Strategy and to ensure that it delivers Value for Money, is sustainable and meets the need of Brentwood residents.

The working group will ensure that any reports remain confidential and are not shared beyond the group.

3. Aim

The primary aim of the LSWG is to lead the work on the development of the Council’s Leisure Strategy. The Leisure Strategy needs to ensure that it delivers Value for Money, provides a sustainable and fit for purpose leisure provision for the residents of Brentwood by:

- Reduce revenue and capital expenditure to Brentwood Borough Council in its leisure facilities
- Increase capital investment in leisure facilities
- Explore alternative operational management opportunities
- Reduce the risk to the Council
- Increased sport and leisure participation in Brentwood

4. Activities

- Use the local needs analysis, reports, financial information to agree priorities within the context of the strategy
- Develop a strategic action plan to deliver the Leisure Strategy priorities
- Agree recommendations for Community Health and Housing Committee
- Identify any areas requiring further investigation
- Monitor progress against the action plan
- Ensure active participation and engagement with stakeholders and partners

5. Accountability and decision making

The LSWG will report directly to the Corporate Projects Scrutiny Committee on a quarterly basis (as set out in the Committee calendar), unless a special meeting is required. It will also assist and inform on the recommendations to the Community, Health and Housing Committee

6. Membership and frequency

The Cross party working group will be made up of representatives from the Corporate Projects Scrutiny Committee (including the substitutes).

It will consist of three Members of the administration including the Chair, and two from the opposition parties.

Meetings will take place every **month** and will be at times to enable effective coordination with the relevant Committee meetings. The group will also have the option to call additional meetings to address specific issues that require agreement or decision.

Agendas and supporting documents will be issued at least one working week before the meetings.

Cross party Working Group membership

Cllr Jan Pound – Chair
Cllr Amy Middlehurst

Cllr Sheila Murphy
Cllr Vicky Davies
Cllr Jill Hubbard

The LSWG will be supported by the Partnership Leisure and Funding Manager and other Officers as required.

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Minutes

Meeting: Leisure Strategy Working Group
Venue: Meeting Room 2
Date: Wednesday 6 September 2017
Time: 2.00 pm

Attendees:

Cllrs Jan Pound, Sheila Murphy and Jill Hubbard; Phil Ruck, Kim Anderson

Apologies; Cllrs Aimi Middlehurst, Vicky Davies; Stuart Anderson

No.	Items
1.	<p>Minutes from the previous meeting (02.08.17) – The Leisure Strategy Working Group (LSWG) met to discuss the scope and the Terms of Reference for the group. All elected Members had been sent a copy of the 4Global consultants report for the Leisure Strategy Value for Money Review and Options appraisal and Officers also provided Members with an overview of the Leisure Strategy strands of work to be undertaken and the phased approach agreed by the Policy, Projects and Resources Committee on 20 June 2017. The Terms of Reference for the Group were agreed by the LSWG, together with the frequency of the meetings. It was also agreed that the Community Halls will be included within Phase 1 of the Leisure Strategy workplan.</p>
	<p>ACTIONS: KA to arrange to provide details of the options under Phase 1.</p>
2.	<p>Phase 1 – King George’s Playing Fields and Warley Playing Fields – The Group looked at potential areas of investment in KGPF, future options for the paddling pools, the pavilion building and the golf course. The trigger for the Section 106 developer contribution from Bellway Homes was discussed to progress the works on the Warley Play area, and the capital monies available for the Warley Pavilion building.</p>
	<p>ACTIONS: KA to draft report for Corporate Projects Scrutiny Committee for 25 September 2017 with recommendations from the LSWG</p> <p>SA to contact Bellway Homes regarding trigger point and developer contribution towards the Play Area</p>
3.	<p>Community Halls - The Community Halls will be included in Phase 1 of the Leisure Strategy work. It was agreed that more work was required to</p>

	ascertain all of the costs and implications for future options of the Community Halls. It is proposed to look at the following options and bring a report back to members for consideration. A) Brentwood Leisure Trust to manage the Community Halls on the Council's behalf, B) Brentwood Borough Council to directly manage the community Halls, or C) Put the Community Halls out to tender for a new operator to manage.
	ACTIONS: KA to draft report with recommendations to come back to PPR Committee once all the information has been provided.
4.	Date of next meeting: 2pm Wednesday 4 October 2017

Minutes

Meeting: Leisure Strategy Working Group
Venue: Meeting Room 2
Date: Wednesday 4 October 2017
Time: 2.00 pm

Attendees:

Cllrs Jan Pound, Vicky Davies and Jill Hubbard; Phil Ruck, Kim Anderson and Stuart Anderson

Apologies; Cllrs Aimi Middlehurst and Sheila Murphy

No.	Items
1.	Minutes from the previous meeting (06.09.17) – Minutes circulated to the group for agreement. All actions from the previous meeting have been completed.
	KA to circulate minutes electronically to the group.
2.	Report to the Corporate Projects Scrutiny Committee – The Group were informed of the outcome of the report presented to the Corporate Projects Scrutiny Committee. It was proposed that a revised report be submitted to an additional Corporate Projects Scrutiny Committee on 21 November
	ACTIONS: KA to draft report and circulate at the next meeting of the LSWG for agreement.
3.	Approach and Presentations – Procurement Choice and vision for King George’s Playing Fields and Warley Playing Fields The group considered that to be able develop the leisure options for King George’s Playing Fields further, that officers will invite two Leisure Development companies to deliver a presentation to all Members with a question and answer session to enable the Council to develop a vision for sustainable and viable leisure opportunities in King George’s Playing Fields and Warley Playing Fields.
	ACTIONS: KA to invite Leisure Development companies to attend a meeting to provide a presentation to Members and send invite out to all Members to attend.
4.	Date of next meeting: 6 November 2017 at 11am SAR Meeting Room 3

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Minutes

Meeting: Leisure Strategy Working Group
Venue: Seven Arches Road, Meeting Room 3
Date: Monday 6 November 2017
Time: 11am

Attendees:

Cllrs Jan Pound, Vicky Davies and Jill Hubbard; Phil Ruck, Kim Anderson and Stuart Anderson

Apologies; Cllrs Aimi Middlehurst and Sheila Murphy

No.	Items
1.	Minutes from the previous meeting (05.10.17) – Minutes circulated to the group for agreement. All actions from the previous meeting have been completed.
	KA to circulate minutes electronically to the group.
2.	Leisure Development Presentations – The Group were informed that the invitations for the two leisure presentations were sent out to all Members to attend the sessions on 6 and 16 November at Merrymeade House. Alliance Leisure would present to Members on 6 November and Pulse would present to Members on 16 November.
	ACTIONS: KA to circulate presentations to the LSWG.
3.	Draft Report and recommendations for the Corporate Projects Scrutiny Committee on 21 November 2017 - The group considered that the Council needs to draft a Leisure Strategy with industry experts to ensure that there is focus on how it will deliver the desired outcomes and agree the short-term priorities and longer-term objectives. The group would attend the two Leisure Development presentations to further inform the Leisure Strategy work.
	ACTIONS: KA to draft a report for the LSWG with recommendations for the Corporate Projects Scrutiny Committee on 21 November 2017.
4.	Warley Playing Fields update – The group considered a briefing paper on potential developments at Warley Playing Fields as the Council has been approached by Mavericks Rugby Club and Brentwood County High School for proposals on the site.
	ACTION: Subject to agreement to the recommendations at the Corporate Projects Scrutiny Committee these proposals would be

	explored at a Leisure Strategy workshop with Members.
4.	Date of next meeting: 6 December 2017 venue TBC