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Agenda Supplement

Dear Councillor

COMMUNITY & HEALTH COMMITTEE - TUESDAY, 9TH MARCH, 2021

I am now able to enclose, for consideration at next Tuesday, 9th March, 2021 meeting of the Community & Health Committee, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
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- | | |
|----|---|
| 7. | <u>Brentwood Centre Procurement</u> (Pages 3 - 18) |
| 8. | <u>Leisure Strategy Review and Action Plan</u> (Pages 19 - 44) |

Yours sincerely

Jonathan Stephenson
Chief Executive

Encs

Committee(s): Community and Health Committee	Date: 9 March 2021
Subject: Brentwood Centre procurement options review	Wards Affected:
Report of: Greg Campbell – Corporate Director (Environment & Communities)	Public
Report Author/s: Name: Kim Anderson Telephone: 01277 312634 E-mail: kim.anderson@brentwood.gov.uk	For Decision

Summary

Due to the insolvency of Brentwood Leisure Trust in November 2020, the Brentwood Centre is currently managed directly by Brentwood Borough Council. To establish the medium and long-term options for the Centre, the Council appointed The Sports Consultancy to undertake a procurement options review for the Brentwood Centre. The report is set out Appendix A.

Recommendation(s)

Members are asked to:

R1. Note the report and recommendations set out in Appendix A.

R2. Agree to continue with the present operating model of management of the Brentwood Centre with consultancy support.

R3. Agree that delegation is given to Corporate Director of Environment and Communities to undertake a review and amend the consultancy support to reflect requirements for 2021/22

R4. Agree that delegation is given to Corporate Director of Environment and Communities to progress feasibility study in consultation with Leisure Strategy Working Group.

R5. Agree that officers will work towards procuring a new management contract to operate the facility.

Main Report

Introduction and Background

1. The Brentwood Centre was managed by Brentwood Leisure Trust until November 2020 when it went into liquidation. Brentwood Borough Council stepped in to manage the centre and the Community Halls on a short-term basis with consultancy support from SLM.
2. The Council needs ensure that it finds a sustainable management solution in the short to medium term. The Council also needs to consider the future of the Brentwood Centre as parts of it are reaching the end of its economic life.
3. The Council appointed The Sports Consultancy to look at the procurement routes that are available to them.

Issue, Options and Analysis of Options

4. The management options set out in the report are as follows:
 - a. In-house management
 - b. Establishing a new organisation/trust
 - c. Outsourced management to an established operator
 - d. Asset transfer
5. The Council is not looking to directly manage the Brentwood Centre due to the lack of experience in direct management or establishing a new trust.
6. Under an outsourced arrangement the Council would agree the specification and performance management system and also key heads of terms:
 - a. Fixed contract term
 - b. Management fee
 - c. Service specification setting out the Council's requirements
 - d. Operator undertakes the management of the facilities
 - e. The Council retains some responsibilities such as structural repairs and maintenance
7. Consideration of employment and contract arrangements will need to be considered as part of the feasibility study and procurement arrangements.

8. There is an opportunity to adopt a portfolio approach to the facilities where less lucrative facilities could benefit from the cross-subsidy of more profitable facilities.
9. Asset transfer is rarely considered by local authorities unless it wants to dispose of non-core assets to the private sector.
10. A long-term lease to an operator is an option, but the operator may require a number of conditions, such as:
 - a. Freedom to determine the facility mix, pricing and programming to maximise commercial opportunities
 - b. Council will need to address any defects in the facilities before asset transfer
 - c. Upfront investment from the Council to enhance assets, with potential partnership investment from the operator
 - d. Freedom relating to future potential rationalisation of assets and/or develop new sites
11. The recommendation in the report is to consider outsourced management option to be the most viable and sustainable.
12. Although indoor sports and leisure facilities are looking to re-open no earlier than 12 April 2021 in accordance with the Government's roadmap, the social distancing restrictions will have an ongoing financial impact on facilities until these are lifted and operators can return to pre-COVID levels of activity.
13. The Council will also need to look at the facility options for the Brentwood Centre and the report recommends that a feasibility study is commenced to provide a strong evidence base to inform future decision making.
14. Subject to the outcomes of the feasibility study the procurement of the solution is likely to require a competitive tender process to achieve best value. The procurement routes are:
 - a. Traditional construction contract with separate management contract
 - b. Design and Build (D&B) construction contract with separate management contract
 - c. Design, Build, Operate and Maintain – DBOM
 - d. Design, Build, Finance and Operate – DBFO

15. Table 2 in Appendix A (page 7) sets out the considerations of each of the delivery methods. It is recommended that these options be explored further to understand the financial costs and income opportunities.
16. DBOM and DBFO require significant technical input, particularly from a legal perspective, due to the complex nature of the contracts and procurement processes. Traditional also takes a significant amount of time, due largely to the sequential process and the professional fees incurred in developing the complete scheme. Design and Build is likely to offer some savings on professional fees over the Traditional option.

Reasons for Recommendation

17. As set out in the built facilities workstream of the Council's Leisure Strategy, there is a commitment to improve the facilities at the Brentwood Centre. It needs to ensure that the facilities not only support Brentwood residents now but are fit for the future as well.

Consultation

18. The Leisure Strategy Working Group and key stakeholders will be consulted on the facility mix required to support the needs of Brentwood residents and visitors.

References to Corporate Plan

19. The Brentwood Centre procurement sits under the Leisure Strategy built facilities workstream which is aligned to the 'Developing Communities' strand to enhance and develop new sustainable leisure facilities. It also supports 'Growing our economy'.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)
Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

The Options review is from existing budgets. The Council has also applied for a contribution for this consultancy support from Sport England.

At the Policy, Resource and Economic Development Committee on 11 September 2019, Members agreed to allocate a sum of £51,000 to undertake a feasibility study for the Brentwood Centre.

The indicative capital costs would be identified as part of the feasibility works and dependent on the procurement route other costs would be identified. It is recommended that a business plan be developed that sets out the capital expenditure, the expected income generation that could be achieved.

The Council should also look at what external funding could be applied for to reduce the Council financial burden with any improvement programmes.

The main pressure of operating the management of the Brentwood Centre for the Council is the impact of the Council's partial exemption claim for VAT. This will be taken into consideration upon undertaking the feasibility works and reviewing the interim operator model.

Legal Implications

Name & Title: Amanda Julian, Director of Law & Governance and Monitoring Officer

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As a public organisation, the Council has procurement procedures that follow European Union and UK government procurement rules, which encourage free and fair competition and transparency. The Council will base procurement of its requirements on the principles of best value to ensure it achieves efficiency, effectiveness and value for money.

Economic Implications

Name/Title: Phil Drane, Director of Strategic Planning

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

Improving the health and wellbeing those living, working and visiting the borough can benefit the local economy in a multitude of ways. The appropriate procurement route and facility mix for the Brentwood Centre will ensure that it meets the needs of residents and visitors

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

Under the Public Sector Equality Duty (s.149 of the Equality Act) the Council needs to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010.

The future development, agreed facility mix and programming of activities within the Brentwood Centre will enable leisure facilities to be developed that all residents can enjoy that will support their physical and mental health and wellbeing.

Health & Wellbeing Implications

Name/Title: Jo Cory, Corporate Health & Wellbeing Officer
Tel/Email: 01277 312688/jo.cory@brentwood.gov.uk

It is expected that any improvement to the Brentwood Centre facility and programming of activities support Brentwood's Health and Wellbeing Board's objectives of reducing the borough health inequalities through its workstreams.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

Background Papers
Leisure Strategy 2018-28

Appendices to this report

Appendix A: Leisure Procurement Options Review

BRENTWOOD BOROUGH COUNCIL

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Leisure Procurement Options Review
5 March 2021

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THE
SPORTS
CONSULTANCY

Appendix A

1. BACKGROUND & OBJECTIVES

- Page 10
- 1.1 Brentwood Leisure Trust ('BLT') was set up in 2004 to operate sports and leisure facilities and services on behalf of Brentwood Borough Council ('BBC' or 'the Council'). The major component of its business was the management of the Brentwood Centre, a community leisure facility and events venue.
 - 1.2 With its weak financial position exacerbated by COVID-19, BLT entered liquidation in October 2020 before was eventually being wound up in November 2020.
 - 1.3 BBC stepped in to manage the leisure portfolio on a short-term basis (which includes five public halls as well as the Brentwood Centre), with specialist consultancy support provided by Sports & Leisure Management Limited ('SLM') under a 9-month agreement which expires on 23 August 2021 (although under the terms of the contract this is extendable by written agreement). BBC retain all operating and financial risk of the portfolio.
 - 1.4 To put the leisure service on a sounder footing, the Council is looking to implement a more sustainable management solution in the short to medium term. BBC has therefore appointed The Sports Consultancy to advise on the management options, and provide a solid evidence basis to enable the Council to make a well-informed decision with the benefit of a clear audit trail.
 - 1.5 As well as finding a sustainable solution for the management of its leisure portfolio, BBC is also starting to consider the future of the Brentwood Centre. The facility was built 33 years ago (opening in 1988) and is considered to be reaching the end of its economic life. Whilst not part of our brief and therefore beyond the scope of this report, BBC's aspiration to enhance the quality of the facility (particularly the health and fitness components) in the medium term needs to be taken into consideration when choosing the most appropriate management model now.
 - 1.6 BBC's objectives for its leisure services can be summarised as identifying and implementing:
 1. a sustainable management solution

2. an appropriate sports and leisure facility solution to address the needs of Brentwood residents.

- 1.7 The draft report sets out our interim advice.

2. THE MANAGEMENT OPTIONS

- 2.1 BBC has four potential management options to consider, as set out below:

- a. **In-house management**
- b. **Establishing a new organisation/trust**
- c. **Outsourced management to an established operator**
- d. **Asset transfer**

- 2.2 In developing the scope of our appointment, BBC stated it has already dismissed the options of (a) in-house management (due to the greater financial burden and the Council's lack of experience in direct management), and (b) establishing a new organisation/trust (in light of its experience with BLT). We therefore focus on (c) outsourced management and (d) asset transfer in this report

Outsourced Management

- 2.3 The main characteristics of outsourced management to an established operator are as follows:
 - i. The Council would be the "client" and would manage operations under a contract agreed by both parties which would normally include a specification and performance measurement system
 - ii. The management opportunity would typically be defined by a number of key heads of terms, including:
 - A fixed contract term (typically 10 to 15 years)

- A management fee payable by the operator to the Council incorporating excess surplus share arrangements
 - A Services Specification setting out the council's requirements in respect of the delivery of the management services (typically including aspects such as pricing, programming, customer care, cleaning, opening hours, facility maintenance and quality management etc.)
 - The operator undertakes management of the facilities, gathering all income generated by the facilities and being responsible for the majority of costs incurred by the facilities
- iii. Typically, the Council would retain some responsibilities and risks (usually in respect of some structural repairs and maintenance and occasionally utilities tariff increases) and incur costs in respect of these responsibilities. These risks can be transferred depending on the age and quality of the facilities but this typically comes at a risk price premium
- iv. Staff are employed by the outsourced management via a transfer under the TUPE regulations
- v. The majority of operating risks of the services are transferred to the outsourced management, although they would incorporate their own profit (risk) margin within the management fee agreed with the Council and achieve this profit margin by delivering the projected financial performance
- vi. The Council would monitor the operational performance and service standards delivered by the operator, such that any failures to perform may be subject to financial deductions
- vii. The outsourced management would use their own central support costs and will not need to use those of the Council
- viii. Now typically the preferred option by Councils nationally.

- ix. Under outsourced management, there is perhaps greater protection from local government funding cuts (particularly for loss-making facilities being cross-subsidised by more profitable facilities within a portfolio) than under an in-house model. The facilities are contracted as a package for the operator to manage throughout the life of the contract and it is more difficult to make changes to the contract terms to close facilities mid-contract.

Asset Transfer

- 2.4 This is rarely an option seriously considered by local authorities, unless it wishes to dispose of non-core assets (e.g. lidos) to the private sector, other public bodies or community organisations in the face of budgetary constraints. There is no connected service agreement or funding arrangement.
- 2.5 BBC may also wish to offer a long-term lease to an operator, but in order for the operator to be able to make the facilities commercially viable they will require a number of conditions, such as:
- i. The freedom to determine the facilities it provides and the pricing and programming to enable it to maximise the commercial opportunity that the facilities will provide
 - ii. The Council might need to address any defects in the facilities before the asset transfer
 - iii. Upfront investment from the Council to enhance the assets, potentially in partnership with investment from the operator
 - iv. The Council to retain the risk in relation to any pensions deficit associated with transferring employees
 - v. A wide degree of freedom relating to future potential rationalisation of assets and/or the ability to develop some sites/elements of sites for commercial uses (noting this can often be in addition to maintaining/enhancing existing uses).

BBC'S Strategic Priorities

- 2.6 BBC's imperative to continue to protect community facilities is set out in its Built Facility Strategy (2018-2033):

"3.5.4 The Council will therefore ensure that a range of community facilities are provided to meet existing and forecast demand by:

Protecting and nurturing existing leisure culture and recreational assets such as the Borough's Country Parks for residents and visitors to the Borough and promote and enhance social inclusion, health and wellbeing."

- 2.7 In 3.7.9 it goes on to state that BBC will

"aim to continue to improve [physical activity] statistics [of Brentwood residents] through:

- *maximising opportunities for sport and physical activity to work with commissioners of health, social care, young people's services and community safety.*
- *Developing a strategic approach for sports facilities and opportunities based on need and evidence."*

- 2.8 BBC's Built Facility Strategy recommends protecting the provision of swimming and pay and play sports halls, and increasing the provision of health and fitness gyms in certain areas of the Borough (with the exact scale and location to be determined by detailed feasibility studies).

Recommended Management Option

- 2.9 Given an asset transfer or long term lease will effectively cede control over the delivery of these strategic outcomes to a third party and that these will need to be delivered in potential conflict with commercial priorities, we do not consider this to be a viable option for BBC to pursue. Another important consideration is the age and condition of the Brentwood Centre - and the concomitant risks and likely ongoing costs of repairs and maintenance – is likely to militate against third party interest in the portfolio, particularly if BBC requires certain controls to ensure sustainable and affordable community use of those assets

- 2.10 We therefore consider Outsourced Management to be the most viable and sustainable management option for BBC to pursue.

3. FINANCIAL EXPECTATIONS

- 3.1 As part of our review, to help inform BBC's financial expectations for the outsourced management of its facility portfolio, we have undertaken a high level review of historical trading, using actual performance in the 12 months to 31 March 2020 as a basis.

- 3.2 The Sports Consultancy has a comprehensive performance data of community leisure facilities within our Facilities Index, a database containing over 1,450 financial years' of data from more than 450 public leisure facilities across the UK. This helps us benchmark performance of leisure facilities and services, showing the differences in performance across a number of key performance indicators. This also allows us analyse for example income per visit, users per square metre, members per station, member yield, maintenance costs per square metre, energy consumption and costs, central costs and operator profit as a percentage of income.

- 3.3 We have used the BLT management accounts which were shared by the council. We should point out that compared to the comprehensive accounts we typically see from other operators, BLT's accounts are deficient in a number of areas, such as detailed information on key performance drivers such as visitor numbers, memberships, and swim school pupils. That said, we have been able to gauge the following KPI's, set out against the average performance across the TSC Facilities Index. This is summarised in Table 1.

- 3.4 We comment as follows:

- a) Income from swimming is poor, at 25% below our average benchmark (swimming income per m² of pool area)



- b) Income per visit is 18% below average benchmark. This is based on the assumption of 750,000 visits in the year, for which no evidence is provided within the accounts.
- c) Health and fitness income (i.e. from gym memberships) per fitness station is 5% lower than benchmark.
- d) Whilst the income from the sports hall appears to be strong, at 9% above benchmark, we believe this includes income from all five community halls, which might overstate performance.
- e) Staffing costs appear low compared to benchmark. It is not clear whether staff costs are included elsewhere in the accounts (for example in event costs)
- f) Annual visits per square metre are 48% higher than benchmark. Again, this might be overstated as the facility areas at Nightingale, Hutton Poplars Lodge, Hutton Poplars Hall and Merrymeade House have not been taken into consideration.
- g) Swim school numbers are low for a pool with the benefit of a secondary learner pool.

Administration Costs as a % of income	1.2%	6.6%	5%
Advertising & Marketing Costs as a % of income	1.7%	1.7%	0%
% Cost Recovery	98.9%	88.1%	11%
Net Income / (Subsidy) per visit	-£0.04	-£0.98	96%

Usage KPIs	BLT Year to 31 March 2020	Facilities Index Average	Variance
Visits per sqm	121	82	48%
No. on Swimming Lesson Programme	620	1,108	-44%

3.5 In general, we would have expected income generation to have been higher for a facility which enjoys the benefit of a relatively strong demographic catchment.

3.6 We expect the reasons for this relatively poor performance to be a combination of the quality of the facility and the lack of operating focus by the BLT management, particularly in relation to sports and leisure. For example, anecdotally we understand that there were only 290 direct debit members as of March 2020, suggesting that the majority of members were still paying their monthly subscriptions by cash or card. For a facility of this scale we would expect there to be c2,000 direct debit members, which would be significantly higher if the quality of the centre were brought up to good industry standards, depending on the competitive environment.

3.7 We would recommend that SLM be encouraged to help BBC improve the reporting protocols and standards they have inherited from BLT to allow a greater focus on the key performance drivers and allow BBC to better understand the dynamics of the business. The Sports Consultancy can help here by implementing its Contract Monitoring Index.

3.8 In order to accurately formulate a budget which represents good value for money for the Council, we would recommend sourcing additional detail on the historical financial performance. For example, there is no information provided regarding repairs and maintenance or utility costs, which forms a crucial component of the expenditure base.

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Table 1 Benchmark Analysis

Income KPIs	BLT Year to 31 March 2020	Facilities Index Average	Variance
Income per visit	£3.35	£4.06	-18%
Swimming Income per sqm of water	£833	£1,115	-25%
Health & Fitness Income per station	£10,505	£11,017	-5%
Sports Hall Income per badminton court	£19,825	£18,237	9%
3G income per pitch	£51,700	£36,103	43%

Expenditure KPIs	BLT Year to 31 March 2020	Facilities Index Average	Variance
Staff Costs as a % of Total Income	45.2%	45.9%	1%

3.9 In accordance with the Government's COVID-19 roadmap, indoor sports and leisure facilities are expected to reopen no earlier than 12 April 2021. COVID-19 has had a devastating impact on the public sector leisure sector, forcing local authorities to take back the operating and financial risks of their portfolio. Councils are generally expected to retain these risks until such time as social distancing restrictions have been lifted and the industry has returned to pre-COVID levels of activity. TSC expects some degree of restrictions to be in place until the end of the 2021 calendar year.

4. FACILITY OPTIONS

4.1 Before we address these procurement options, however, it is worth considering the facility options for the Brentwood Centre. We understand that a team of SLM, GT3 Architects and Alliance Leisure are looking at initial design options for refurbishment / extension / new build. We would recommend that this be undertaken as a robust feasibility study to provide a strong evidence base for BBC's decisions regarding its future.

4.2 This should include but not be limited to:

- a) Background review
- b) Evidence of need and demand taking into consideration existing provision, current and projected future demographics and ensuring they align to relevant Council strategies Assessment of core and optional facilities
- c) Recommended facility mix and accommodation schedule
- d) Review of Do Nothing, Refurbishment, New Build options
- e) RIBA Stage 1 Designs
- f) Capital costs
- g) Operating projections and assumptions
- h) Funding and affordability of the project, taking into consideration public accessibility and commerciality
- i) Timescales for delivery
- j) Business continuity throughout any development
- k) Programme
- l) Risks and opportunities
- m) Delivery model and procurement options (taking into account considerations such as whether a refurbishment or new build is the recommended option.

4.3 Initial feasibilities typically take between 8-12 weeks to complete and this should be factored into the overall programme.

4.4 Given that a full feasibility has yet to be undertaken (and there are unknowns around scope, scale, evidenced need, affordability, delivery model and procurement method), BBC is not yet in a position to make an informed decision on the future of the Brentwood Centre. Whilst the SLM/GT3/Alliance Leisure team will provide a delivery solution based on their proposals this will be but one in a range of possible options.

5. FACILITY PROCUREMENT ROUTES

5.1 Regardless of which facility option BBC ultimately chooses, the procurement of the solution (which could require a £10m+ investment) is likely to require a competitive process to ensure the council is in the best position to achieve best value.

5.2 The characteristics of the procurement routes available for whatever facility solution is chosen are set below. These are:

1. Traditional construction contract with separate management contract
2. Design and Build (D&B) construction contract with separate management contract
3. Design Build Operate Maintain – DBOM
4. Design Build Finance Operate – DBFO

Traditional construction contract with separate management contract

5.3 The design process is separate from the construction

5.4 Full documentation (i.e. drawings, work schedules, bills of quantities) must be supplied by the client before the building contractor can be invited to tender for carrying out the work

5.5 The management contractor appointment is separate from the construction contract.

Design and Build (D&B) construction contract with separate management contract

5.6 Design and Build procurement works on the basis that the main contractor is responsible for undertaking both the design and construction work on a project, for an agreed lump-sum price. The employer has control over any design elements of the project that are included in their requirements, but once the contract is let responsibility over design passes to the contractor, so the employer has no direct control over the contractor's detailed design.

5.7 The management contractor appointment is separate from the construction

Design Build Operate Maintain – DBOM

5.8 DBOM takes Design and Build one step further by including the operations and maintenance of the completed project in the same contract. Typical minimum contract term is 10-15 years. Competition among management contractors will be more limited. The council provides the capital funding. Here is a link to an article by The Sports Consultancy published in Sports Management magazine which highlights more of the features and includes opinions from key players in the local authority facility market: (<https://www.sportsmanagement.co.uk/Sports-features/sports-management-magazine/Local-authority-Is-combining-design-and-build-with-operator-contracts-the-best-way-to-build-a-leisure-centre/32723?source=homefeatures&p=14>)

Design Build Finance Operate – DBFO

5.9 DBFO is similar to the DBOM option but with the contractor's consortium also providing finance in return for a long-term contract for operating and maintaining the facility. PFI contracts are the best example of this arrangement, although since the withdrawal of PFI credits for leisure schemes there have been no new DBFO projects in the leisure market, primarily because the cost of private finance is significantly higher than councils can access directly through the Public Works Loan Board leveraging their prudential borrowing powers. Competition among management contractors is very limited with Parkwood and Places for People Leisure the main operators active in DBFO market.

5.10 We have listed some of the key considerations relating to the procurement options in Table 2.

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Table 2 Key considerations of facility delivery methods

Considerations	Notes
Council control over design of the facility	<p>Traditional and Design and Build offer the greatest levels of Council control over design of the facility. Under the Traditional route the Council is responsible for working up full design and cost plan, giving it maximum control over design and specification. With Design and Build the Council gives up some control. Contractor undertakes more of the design process.</p> <p>Council's influence diminishes significantly in DBOM and DBFO, although this can be mitigated through devising a detailed specification.</p>
Time taken from initial feasibility to opening	<p>Design and build typically takes the least time to deliver of the options. The Traditional route involves 3 separate processes run sequentially with minimal overlap until the management contract procurement, where this can be achieved to an extent. It also involves three distinct milestones or appointments.</p> <p>Under Design and Build the programme is shortened as the management contract can be run in parallel. More complexity and consequently more time is required under the DBOM and DBFO (mainly due to legal and financial implications). DBFO is the most time-consuming process, with procurement processes previously running over several years in some cases.</p>
Cost certainty (build and lifecycle costs)	<p>There is a greater degree of cost certainty involved under the Design and Build, DBOM and DBFO options. DBOM & DBFO involve the Council signing up to a fully costed solution, including lifecycle costs.</p> <p>Under the Traditional route there are a number of cost variables e.g. cost of the management contract will be dependant on the design and quality of build.</p> <p>Lifecycle costs remain a risk under both Traditional and Design and Build options, as these will only become clear when costed in by the management contractors as part of their proposals for operation of the sites.</p>
Risk transfer (from Council to operator)	<p>There is a greater degree of risk transfer under the DBOM and DBFO options, as more major risks are transferred under a longer-term contract than via the Traditional and Design and Build options. However, this will be far more difficult to achieve for an extension/remodelling compared to a new build.</p> <p>Under the Traditional route all stages are split so more risk e.g. design to build and from build to management. This fragmented approach provides increased scope for risk. There is potential for a mismatch between the completed building and management operator needs. This can be mitigated to some extent through consultation with operators during the design process.</p>

Considerations	Notes
Price (build and lifecycle costs)	<p>DBOM and Design and Build are likely to provide the best price for the Council, in terms of build costs and lifecycle costs. DBFO is likely to be most expensive option, due largely to 3rd party cost of capital. DBOM is likely to be cheaper, because finance provided via the Council is cheaper. Also, greater efficiencies due to the operator working in a consortium with the designer and builder. Operators don't need to price for risk of poor design etc. as they are involved in creating a design that best meets their operating model. Design and Build will not achieve as much of an efficiency saving, as there may be more risk for an operator in accepting a building that they haven't designed. This can be mitigated to some extent through involvement of contractors in the design process via market testing.</p>
Competition within the operator market	<p>Traditional and Design and Build (with a separate management contract) is likely to generate the most competition from the operator market. There are only 2 active leisure contractors in the DBFO market (Parkwood and PPL). DBOM offers a little more choice, with two (Parkwood and Places for People Leisure) with a strong track record and four more with and untested / low level of experience (1Life, SLM, GLL and SIV). Traditional and Design and Build (with a separate management contract) offer access to the full market with a choice of perhaps 10-15 operators. The operator market is currently very competitive and worth testing. Selecting the DBFO or DBOM routes will severely restrict competition from management contractors.</p>
Flexibility of contract term	<p>Traditional and Design and Build offer more flexibility in terms of contract length and ability to test the market more regularly. DBFO requires a long-term contract to achieve a return on investment for the operator, thereby restricting the ability of the Council to test the market. Typical contract lengths under DBFO are 25-35 years (in line with PFI contracts). DBOM is typically a shorter term of 15+ years. Traditional and Design and Build will vary but are likely to be 5 - 10 years and much easier to terminate if required.</p>
Minimise procurement costs	<p>DBOM and DBFO require significant technical input, particularly from a legal perspective, due to the complex nature of the contracts and procurement processes. Traditional also takes a significant amount of time, due largely to the sequential process and the professional fees incurred in developing the complete scheme. Design and Build is likely to offer some savings on professional fees over the Traditional option.</p>

6. IMMEDIATE MANAGEMENT OPTIONS & RECOMMENDATIONS

- 6.1 SLM's interim consultancy contract with BBC has less than six months to run before expiring in late August 2021.
- 6.2 BBC is clear that future investment is needed in the Brentwood Centre in its current condition. The Sports Consultancy would consider the current portfolio to be unattractive to the operator market and would therefore struggle to generate much interest (if any) in its current guise, particularly as other operators would see SLM as being ensconced in the relationship with the Council already. This is notwithstanding Places Leisure's presence in neighbouring Epping Forest District Council.
- 6.3 We would not expect any operators to volunteer taking any operating or financial risks before COVID-19 has been resolved and they have clear evidence of a sustainable recovery on which to base reliable financial projections.
- 6.4 With this in mind, we would recommend BBC considers the option of extending the current contract with SLM, until such time as BBC is in a position to commit to a facility solution following the completion of the necessary feasibility studies.
- 6.5 Given the facilities have largely been closed since the contract commenced, the success of the current arrangement with SLM has yet to be properly tested. We would recommend this be closely monitored and any necessary changes, alterations and additions to the current contract be reviewed when considering an extension.
- 6.6 In terms of timescales, depending on BBC's decision-making processes and reporting requirements in relation to the Brentwood Centre facility options - based on our experience of delivering many similar schemes for local authorities - the Council could be in a position to procure a new management contract in mid-to-late 2022. This would mean a new operator could be in place by late 2022 under a 10-15 year contract term allowing the Council to pass operating and financial risks to a third party..
- 6.7 We would therefore recommend a 2-year extension to the interim SLM contract to August 2023, the commercial terms for which (in particular the management fee and possibly some element of incentivisation) need to be

reviewed in the context of the recovery of the leisure sector following relaxation (and ultimate removal) of COVID restrictions in the coming year

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Committee(s): Community and Health Committee	Date: 9 March 2021
Subject: Leisure Strategy Review and action plan update	Wards Affected: All
Report of: Kim Anderson	Public
Report Author/s: Name: Kim Anderson Telephone: 01277 312634 E-mail: kim.anderson@brentwood.gov.uk	For Decision

Summary

The Leisure Strategy 2018-28 is one of the key strategies for the Council to ensure that its leisure facilities are not only fit for purpose now, but for the future. The Strategy and annual action plan set the vision, what the Council needs to achieve, the challenges it faces and how the priorities and outcomes have been identified.

In light of the Covid pandemic and with the liquidation of Brentwood Leisure Trust it is proposed to undertake a review the Leisure Strategy and ensure that it will still meet the needs of Brentwood residents.

The report before members also provides an update on the Leisure Strategy annual action plan 2020-21.

Recommendation(s)

Members are asked to:

R1. Note the update on the Leisure Strategy annual action plan 2020-2021 attached in Appendix A.

R2. Agree that officers will undertake a review of the Leisure Strategy and bring a revised Leisure Strategy back to this committee with the recommendations.

Main Report

Introduction and Background

1. The Leisure Strategy 2018-28 was agreed by Members and it was also agreed that an annual action plan would come back to Committee to inform Members of the progress made on the implementation of the Leisure Strategy.
2. The Strategy is split into six workstreams:

- Built facilities
- Open Spaces
- Play areas
- Sport
- Health and Wellbeing
- Leadership, Management and Oversight

The annual action plan attached in Appendix A, sets out the work that has been delivered in April 2020-March 2021.

3. The Council also realise the longer-term impact that the Covid pandemic will have on our residents and needs to understand how we can best support them.
4. Sport England's new 10year vision is to transform lives and communities through sport and physical activity. In light of the coronavirus pandemic they are looking at how collectively they keep movement, sport activity central to the lives of everyone, as it will improve people's lives in so many ways. They are looking at 5 big issues where they see the greatest potential for preventing and tackling inequalities in sport and physical activity.
 - **Recover and reinvent** – recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network or organisations providing sport and physical activity opportunities that meet the needs of different people.
 - **Connecting Communities** – focusing on sport and physical activity's ability to make better places to live and bring people together
 - **Positive experiences for children and young people** – Focus on positive experiences for all children and young people as the foundations for a long and healthy life
 - **Connecting with Health and wellbeing** - Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life
 - **Active environments** – creating places and protecting the places and spaces that make it easier for people to be active
5. The Council continues to work closely with Active Essex through Active Brentwood to promote physical and mental health and wellbeing. Active Essex put together over 200 on-line activities for all ages during the pandemic.
6. Brentwood's Health and Wellbeing Board has a number of subgroups that look to reduce health inequalities and in turn support the implementation of the Leisure Strategy.

7. There is also an opportunity to look at how the Council can reduce the Health inequalities across a number of socio-economic factors.
8. The Council can also ensure that with any new built facilities it looks to adopt some key principles – carbon neutral, passive house so that we look to maximise energy efficiency and reduce utility costs.
9. In light of Brentwood Leisure Trust’s insolvency and with the Council currently managing the Brentwood Centre directly, it is important that the Council ensures that the future facility mix supports residents needs and works to procure a new operator.

Issue, Options and Analysis of Options

10. The Leisure Strategy is one of the key strategies for the Council. To deliver a successful Leisure Strategy, Members and Officers need to have a complete picture of the costs of the current provision, how it measures in value for money terms, the future options available to them, together with any risk profiles associated with its leisure facilities.
11. The Leisure Strategy Working Group identified that without a Leisure Strategy in place the Council has no clear path on how it will deliver its desired outcomes or identify the priorities that will support delivery.
12. The key decision for Brentwood Borough Council is how to best provide the level of leisure provision for both current and future Brentwood residents, bearing in mind that it has existing but ageing facilities and that the Council will also be faced with ongoing budgetary and development growth pressures.

Reasons for Recommendation

13. As part of the Council’s due diligence in delivering a successful Leisure Strategy, Members and officers need to have a complete picture of the current associated costs, risk profiles of the Borough’s Leisure facilities and identify opportunities for income generation.
14. In light of the coronavirus pandemic and its long-term impact, it was felt that the Leisure Strategy should be reviewed to ensure that it remain relevant to the needs of Brentwood residents.

15. Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan. Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.

16. As part of the Council Asset Management Strategy there is also a need to maximise income where possible from its asset portfolio.

Consultation

17. Consultation will be undertaken on the revised Leisure Strategy will be undertaken before the final draft is presented by to Members.

References to Corporate Plan

18. The Leisure Strategy sits mainly under the 'Developing Communities' strand to enhance and develop new sustainable leisure facilities. It also supports 'Growing our economy' and protecting our environment.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Director of Corporate Resources
Tel/Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

One of the key drivers for the Leisure Strategy is to reduce the Council's current revenue and capital costs on its leisure facilities and ensure that they are affordable, sustainable and fit for purpose to meet future requirements.

The Council needs to ensure that all costs and income are identified and agreed at all stages of the delivery of the Leisure Strategy and that the appropriate procurement processes are adhered to.

Legal Implications

Name & Title: Amanda Julian, Director of Law & Governance and Monitoring Officer
Tel & Email: 01277 312705/amanda.julian@brentwood.gov.uk

Councils have legal duties for promoting wellbeing, both to individuals (Care Act 2014) and to the population across their areas (Local Government Act 2000). Intrinsic in this are new public health duties for improving the health of their populations including “giving information, providing services or facilities to promote healthy living and providing incentives to live more healthily” (Department of Health 2012). There is a strong legislative framework within which local authorities should invest in provision of sport, leisure, physical activity and open space services and infrastructure although many leisure services and facilities are discretionary functions.

Economic Implications

Name/Title: Phil Drane, Director of Strategic Planning

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

Improving the health and wellbeing those living, working and visiting the borough can benefit the local economy in a multitude of ways. The regular review of the action plan will help to ensure that the Council is on track towards achieving goals set within the workstreams set out in the report.

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

Under the Public Sector Equality Duty (s.149 of the Equality Act) the Council needs to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010.

The Leisure Strategy will promote accessible leisure facilities that all residents can enjoy supporting their physical and mental health and wellbeing.

Health & Wellbeing Implications

Name/Title: Jo Cory, Corporate Health & Wellbeing Officer

Tel/Email: 01277 312688/jo.cory@brentwood.gov.uk

The revised Leisure Strategy will support Brentwood’s Health and Wellbeing Board’s objectives of reducing the borough health inequalities through its workstreams.

Background Papers

Leisure Strategy 2018-28

Appendices to this report

Appendix A: Leisure Strategy Annual Action Plan 2020-21 and workplan 2021- 22

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Leisure Strategy Annual Action plan 2020-2021 and proposed workplan for 2021-2022

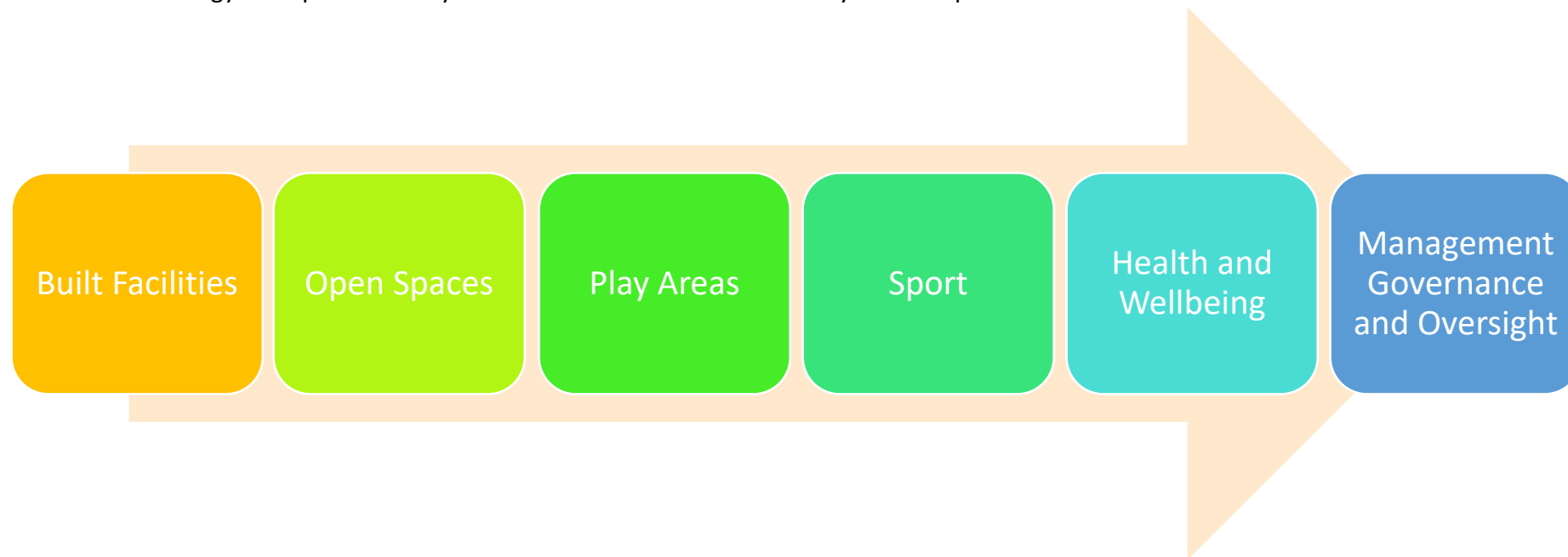
The Leisure Strategy was agreed by Policy, Projects and Resources Committee on 18 September 2018. It was also agreed at that Committee that an annual action plan would be presented to the relevant committee setting out the progress on projects in the year and to indicate the focus and planned projects for the following year.

The Covid-19 Pandemic has highlighted the need to support our resident's health and wellbeing especially when the country has been in lockdown and encouraging people to exercise regularly.

Customer's tastes and preferences are continuing to change. Investment in facilities to match customer expectations based on customer feedback should be planned. Without a focus on keeping facilities attractive and appealing to our community, the service will not be sustainable. Therefore, the Council needs to ensure that there are not only the right facilities mix but the right programming is in place to meet customer needs across all age groups.

With limited resources the Council needs to prioritise its investment programme across the Borough and increase income streams that will support the future sustainability of its facilities. The commercial viability of some facilities will need to be balanced while maintaining the core community offer.

The Leisure Strategy was split into 6 key workstreams to enable the delivery of the expected outcomes



Key highlights for 2020-2021

The impact of the Covid pandemic has proved a challenge to individuals as well as the Council leisure facilities. The announced insolvency of Brentwood Leisure Trust in November meant that the Brentwood Centre came back under the Council’s management. The Council undertook a refurbishment of the reception area, invested in a new booking system and recruited new staff. The Brentwood Centre was re-opened to the public on 5 December 2020.

Two play areas have been refurbished as part of the implementation of the Play Area Strategy – the Toddler area in King George’s Playing Fields and River Road. Works are also underway in the Junior play area in King George’s Playing Fields and the design for Hutton Recreation has been finalised.

Planning for the new pavilion, splash pad and outdoor adventure play in King George’s Playing Fields was approved and works have commenced on site with an expected completion date of January 2022.

The Council is due to appoint an architect to draw up plans for the football hub development ready for planning submission in 2021.

Set out below is the progress made against the key priority areas set out in the Strategy under each of the workstreams.

2019-2020 update

Workstream				
Built Facilities	Detail	Progress/update	Budget Allocation	Notes / comments
Brentwood Centre				
	<p>Enhance the Brentwood Centre as a venue for events to attract high quality events and acts.</p> <p>Capitalise on the location of the Centre and make it a focus for Sport, Health, Football and Mental Health provision.</p>	<p>Brentwood Leisure Trust's insolvency has meant that the Council has taken over the management of the Brentwood Centre as a transitional arrangement while the procurement options are assessed. It was agreed that a partial re-opening of the Leisure Centre along with restricted opening times would be in place. The Council is working with consults to support the re-opening of the Leisure Centre. Health and Safety assessments have been undertaken, a new booking system has been installed and well as new staff appointments.</p> <p>Due to government Covid – 19 restrictions the Centre is currently closed but due to re-open on 12 April. While the Centre has been closed virtual classes have been taking place and in March a membership drive will commence.</p>	Allocated budget from reserves £200,000	A report will come back to Community & Health Committee on 9 March with recommendations on the preferred procurement option.
Football Hub Development - Brentwood Centre site				
	Development of football in Brentwood to support grassroots football	Members agreed the Football feasibility report in March 2020. Further work has been undertaken around the preferred location. An initial pre-app meeting has taken place and an architect is due to be appointed. The Council is also working with the Essex FA and Football Foundation to prepare a funding bid to support the hub development and wider grassroots football across the borough	Allocated budget £1.5m	
King George's Playing Fields				
	Look at creating a park hub that includes sports	Planning approval was granted, and works have commenced on site with a completion date for the pavilion to be January 2022. It	Allocated budget £7.173m	

	provision, family provision, café/retail and space to maximise community usage.	is hoped that the splash pad and outdoor adventure play will be completed by August 2021.		
Community Halls				
	Renegotiate lease with Brentwood Leisure Trust Undertake external condition survey to ascertain future costs and viability of halls Align with Council's Asset Management Strategy to maximise the income to the Council Explore options of community transfer	External and internal works to the community halls have been completed working with the Covid restrictions. Due to the insolvency of Brentwood Leisure Trust the Community Halls have come back under the control of the Council. Due to the Covid restrictions the halls have not been re-opened except to the nurseries operating out of them. The Nightingale Centre is currently being use as a lateral flow testing centre The procurement exercise for the community halls is due to go live by beginning of March 2021.	£600,000 allocated in capital programme for community halls works	
New Developments				
Dunton Hills Garden Village	Education and Community Engagement Programme	Between May and August 2020, the Council undertook an extensive co-design consultation for the Dunton Hills Garden Village design Supplementary Planning Document (SPD) , a document that will be used to assess all future planning applications. This consultation involved a range of activities including: A community forum event, online live meeting, launch of a dedicated website, online survey, virtual youth activities and surveys, technical workshops, information videos and opportunities to reach out through the telephone and email hotlines.	Officer time and allocation of funding from Homes England	

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Workstream				
Open Spaces	Detail	Progress/update	Budget Allocation	Notes / comments
Country Parks				
	Improvements to the Council's Country Parks	4 ponds have been renovated in Warley, Hutton and two in Merrymeade.		
Formal open spaces				
	King George's Playing Fields	Planted 19,000 bedding plants in KGPF and memorial gardens in late autumn. Planted 12,000 spring bulbs in St Thomas' Churchyard	Part of the £7.173m allocated budget	
Improvements to play pitches				
	Play Pitch Strategy and Local Football Facilities plans for Brentwood set out the priority sites for improvement	Brentwood Centre site – Football development (see built facilities) Larkin's Playing Fields - Partnership Agreement (see Sport for more detail) More aeration of pitches to discourage moss build up and improve grass and surface quality.		
Protect, enhance and provide open space				
	Reduce chemical weed control	The Council is looking at reducing the use of chemical weed control and		

		water by using bark mulches and new shrub planting schemes.		
	Sustainability	Gradual replacement of petrol hand held grounds equipment with electric operated equipment		
	Woodland paths	Two new woodland paths have been resurfaced in L Plata and Donkey Lane.		
	New planting	New flowering trees in the High Street area. Old Shrub beds replaced by flowering trees. Tree planting soon to get underway with volunteering opportunity.		
	Larkins Playing Fields	See built facilities – development of new pavilion building		
Allotments - population standard approach and creation of new sites				
	Dunton Hills Garden Village	Identified in the master planning document for allotment space as part of the overall green infrastructure which will be managed through community stewardship		
Woodlands income opportunities				
	Identify sites that can provide income	Income from timber sales on Council owned sites.		
Informal sport & physical activity				
	Outdoor gym installation at key sites adjacent to play areas	The outdoor gym at Courage’s Playing Fields due to be installed has been paused due the Covid pandemic and receipt of S106 funding.		
Marketing				

	Joint marketing for KGPF offer to be developed	Development of marketing materials across all medias to support the new development and activities in KGPF and the Council's other green spaces	£30k allocated within the KGPF budget	
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Workstream				
Play Areas	Detail	Progress/update	Budget Allocation	Notes / comments
Investment into the creation of destination play areas				
	Play area Strategy has been agreed with an agreed 5year investment plan	River Road and Toddler Play area in King George's Playing Fields have been installed and now open to the public. Works have commenced on the Junior section of the play area in King George's Playing Fields. The design for the Hutton Recreation play area has been finalised and works are due to start in Spring 2021	£2m over 5 years	

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Workstream				
Sport	Detail	Progress/update	Budget Allocation	Notes / comments
Consultation with NGB to develop regional centre of excellence				
	Regular meetings with Sport England the relevant NGBs to identify key strategic investment	Ongoing quarterly meetings	Officer time	
Creation of a football hub at Brentwood Centre with 3G pitches				
	Feasibility procurement has gone live to determine the location and orientation of the hub, costs for development. Football development is linked to the KGPF development	See built facilities	£60k for feasibility works and £1.5m allocated as part of the Capital programme for build. It is expected that significant external funding from the Football Foundation will support the development of the hub and supporting	

			equipment for pitch enhancements	
Creation of a rugby hub at KGPF				
	Brentwood Rugby Club	Brentwood Rugby Club have installed additional changing rooms on the KGPF site		
Creation of indoor nets facility for year round cricket development				
	Explore possible sites for location	Work has not commenced yet on identifying a key site with Essex Cricket Board.		
Enhancement to the Golf Course at Hartswood including enhancement of the current pavilion building				
	Reconfiguration of the 1 st tee due to the new pavilion development	1 st tee works have commenced as part of the pavilion development. Golf Improvement Strategy report to Community and Health Committee in March for approval to undertake audit to inform improvement programme.		
Work with Active Essex & Active Brentwood to develop local sports priorities for Brentwood				
	Regular meetings with Active Essex, Active Brentwood and NGBs to develop strategic improvements	Identify any priority needs for the various sports clubs across Brentwood		
Work with local clubs				
	Development of club priorities and improvement to facilities	Due to the Covid pandemic the Council has assisted in the distribution of grants to support clubs		
Work with NGB's				
	Aligned with work of Active Essex Identify possible external funding opportunities	Sport Club grants were allocated to support during the Covid 19 pandemic		

Works with partners to develop leisure programmes that develop respect, strengthen cohesion, including cross -generational and cross-cultural activities				
	Health and Wellbeing Board	Dance and Dine project delivered in the Sheltered Housing Schemes Face to face projects have been put on hold due to the Covid pandemic and government restrictions		
Create a centre of excellence in Brentwood				
	Feasibility works for the Brentwood Centre to identify any opportunities for development	Due to the liquidation of Brentwood Leisure Trust the Council has taken over the management of the Brentwood Centre and working with consultants to identify the preferred procurement route		Report coming to March Community & Health Committee.

Workstream				
Health and Wellbeing	Detail	Progress/update	Budget Allocation	Notes / comments
Create Healthy places through development				
	Development of Health Impact Assessments (HIAs) to support strategic infrastructure development – linked to Local Development Plan	HIAs are completed for any large planning applications	Officer time to complete BBC/ECC for support	
	Use of passive house in new leisure developments	Identify cost implications and long term savings		
Increase participation through enhancement of facilities				

	TAG Active in KGPF	TAG Active in the new pavilion building will be a new measurable activity for residents to use	Allocated at part of the King George's Playing Fields development	
	Football Hub development	Increase participation through grass roots football.	Allocated budget in place – See built facilities	
	Outdoor gyms	Specification to be completed for ITT documents for installation in the key destination sites	Allocated budget in place	
Work with businesses to reduce sugar salt and fat through TuckIn				
	The TuckIN project identifies local businesses that reduce sugar, salt and fat	Work with the food and drink operator at KGPF to sign up to TuckIN and promote healthy eating menu. The Health and Wellbeing Board report regularly to Community and Health Committee	Allocated within the Health and Wellbeing Board budget.	
Provide core community offer and focus on activity programmes for older people, Mental Health activity programmes and diversionary activity programmes for younger people				
	Support the Health and Wellbeing Board and Community Safety Partnership objectives	Brentwood Community Fund allocation supports local community projects - Allocated from the 2020/21 will be reported to the December Community and Health Committee	Utilisation of existing budgets	Due to Covid 19 projects have had to be delivered virtually. The Community Support network has provided voluntary sector support to help the most vulnerable in the community.

		<p>Dance and Dine project at the Council's Sheltered accommodation</p> <p>Local Mental Health programmes supported through Council's Mental Health Small Grants Scheme.</p> <p>The virtual weekly Family Fun Days provide a variety of diversionary activities over the summer holiday</p> <p>Identify opportunities to utilise new pavilion building and the new Trailer</p>		
<p>Improve partnership working with Active Essex/Brentwood/ VCS to provide activities and volunteering opportunities in the community</p>				
	<p>Regular meetings to identify priorities and future programming opportunities and joint ways of working</p>	<p>Joint promotion at the Council's Community events</p>	<p>Officer time</p>	
	<p>Covid community support</p>	<p>The Volunteer support that the Council has been during 2020 has been phenomenal in supporting the most vulnerable in the community. Volunteers have recently supported the mass vaccination roll out at the Brentwood Centre and</p>		

		the surge testing in the CM13 postcode area.		
Promote and support Livewell campaign				
	Add branding to any future projects	Include links to marketing materials so that it improves brand awareness		

Workstream				
Leadership, Management and Oversight	Detail	Progress/update	Budget Allocation	Notes / comments
Identify the right operating model that will best deliver the Leisure Strategy				
	Brentwood Centre	The Council is identifying the right procurement route for the Brentwood Centre and working with and consultants on the future development of the Centre and other leisure facilities	See built facilities	
Ensure the Council delivers Value for Money for its residents through the procurement process and the relevant feasibility studies				
	Football Hub development	The Council are working with the Football Foundation to submit funding for the project that will reduce the pressure on the Council's contribution for the delivery of the project	See built facilities	
Identify external funding opportunities that can assist the Council in financing improvement to facilities				
	S106 Developer contributions	The annual action plan and proposed work programme		

	CIL	identifies the key sites in need of investment		
	Other	Funding from NGB such as Football Foundation, Rugby Football Union and Sport England to support key strategic sites and new developments such as Dunton Hills Garden Village. Linked to the emerging Local Development Plan. Use the Grant funder to identify other relevant funding pots		
Contract Management and monitoring is in place to deliver on the Council's expected outcomes through KPIs				
	Development of Service Level Agreements	SLA will be in place for the new pavilion building and the Football Hub Development and with any new Community Halls operator.		
Lifecycle costs of facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities				
	King George's Playing Fields	The new facilities will have a pre-planned maintenance programme as part of the overall asset estate		
	Football Hub development	Council are looking at sustainable building options such as Passive house to reduce lifecycle costs		
Communication plan so public are informed of the progress of the Leisure Strategy				

	King George's Playing Fields	Hoardings around site with coming soon details of the facilities being constructed. Dedicated webpage with regular updates on the progress on the works		
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Proposed Workplan for 2021/22

The plan sets out the main projects which the Council hopes to progress on or deliver in 2020-21. (The budgets will inform the Council’s Capital Strategy and Medium-Term Financial Plan and will need to be agreed by Members as part of the Council’s annual budget setting programme)

Officers will be submitting funding applications to support the Football Hub Development to Football Foundation

Workstream				
Built facilities	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
KGPF Improvements	Development of new pavilion, splash pad and outdoor adventure play	Works progress on the new pavilion, splash pad and outdoor adventure play facilities.	£7.173m Budget already allocated in MTFP	January 2022 Splash pad and outdoor adventure play due to be completed Summer 2021.
Football Hub Development - Brentwood Centre site	The development of new 3G stadia pitch, 2 x 3G pitches and 5 grass pitches	Feasibility works completed. Architect due to be appointed and draw up plans ready for planning submission.	£1.5m allocated as part of the Capital programme.	June/July 2021
		Technical surveys undertaken as part of planning submission	Within allocated budgets	March – June 2021
		Funding submission to Football Foundation	Funding submission to Football Foundation	January 2022
Larkins Playing Fields	Pavilion development	Submit planning application for new pavilion for Larkins Playing Fields	BBC to confirm funding requirements, Football	

		Submit funding submission to Football Foundation	Foundation & club contribution	
Brentwood Centre	Improvement of facilities	Preferred procurement route identified Agreed facility mix for Brentwood Centre development to inform specification for next stage procurement exercise		Report March Community and Health Committee

Open Spaces	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
	Overflow car park at KGPF	Support the improvement plans for KGPF	Costs to be identified. Proposed capital growth bid	TBC
	Improvements to paths, fencing and installation of new bins in King George's Playing Fields	Support the improvement plans for KGPF	Costs to be identified. Proposed capital growth bid	Q4 2020
	Hartswood Golf Course improvements – especially 1 st tee due to the pavilion development	Support the improvement plans for KGPF	Costs to be identified. Proposed capital growth bid	Q4 2020
	Car park- Larkins Playing Fields	Support club development as part of the Partnership agreement and reduce Health and Safety issues	Costs to be identified. Proposed capital growth bid	TBC

	Car park Warley Playing Fields	Support the new play area and outdoor gym development	Costs to be identified. Proposed capital growth bid	TBC
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Play areas	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
	Refer to Play area strategy delivery programme	Junior Play Area at KGPF to be installed Hutton Recreation Play area to be installed	Within allocated budgets – MTFP	Q1 2021 Q1 2021
	Splash pad – inclusive equipment		Apply for external funding to support some inclusive play equipment	Q2 2020

Sport	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
	Football funding equipment	Equipment to support pitch improvement programme	£80k. Match funding from Football Foundation	Q4 2020
	Rugby Hub development at KGPF	Officer support to support funding application	Supporting funding application to Veolia tbc.	Q4 2020
	Warley pavilion development	Improvements to toilet and changing facilities	See built facilities	TBC

Health and Wellbeing	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
	Outdoor gym installation Improved physical activity Health and Wellbeing Board Objectives	River Road King George’s Playing Fields Set baseline data with TAG Active activity Create greater alignment with Health and Wellbeing Board programme of activities with Active Brentwood and Brentwood Borough Council community programmes	Within allocated budgets	Throughout 2020/21

Leadership, Management and Oversight	Detail	Progress/update	Budget allocation/requirement	Estimated completion date
	S106 calculator External funding	Maximise developer contributions at various stages of the development Identify opportunities for external funding contributions	Reduces BBC funding requirements	Throughout 2020/21

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