

BRENTWOOD BOROUGH COUNCIL

Leisure Strategy 2018-2028

Built for today fit for tomorrow

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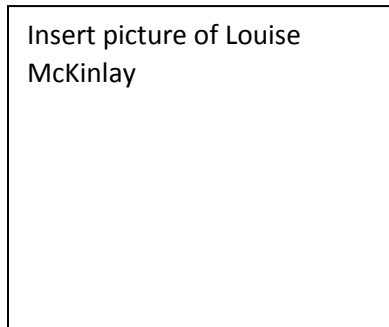
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1. Foreword



The Borough of Brentwood is a borough is fortunate to have plenty of leisure opportunities from playing sport, visiting the Brentwood Centre or the play areas, or walking in the parks and open spaces, there is something for everyone. Maintaining and developing the wide range of facilities is important to ensure that Brentwood remains a great place to live, work and visit.

The Leisure Strategy provides the context within it sits and then sets out the vision, strategic priorities and key indicators that the Council will focus on over the next few years. The Leisure Strategy is closely aligned to the Council's Corporate Plan 2016-19, the Local Development Plan, the Asset Management Strategy and the Brentwood Health and Wellbeing Board Strategy and supports government, county and local priorities which improve the health and wellbeing of the population.

There has never been a more important time to use sport and physical activity to create a fitter and healthier population when we are tackling growing levels of obesity and diabetes, mental health problems and other conditions associated with a growing culture of inactivity. This is especially the case with technology and young people as well as the ageing population.

The challenge facing Brentwood is clear - the Council needs to reduce its expenditure, it has a number of ageing leisure facilities, the borough age profile is changing, with the number of people over 65 expected to increase by around a **third?** Increasing participation in sport and physical activity is key to supporting the health and wellbeing priorities.

The Council needs to ensure that it has a clear strategic vision for the future of its leisure facilities, so that resources are applied effectively. This will ensure that local people enjoy high quality sustainable leisure facilities that suit their lifestyle and maintain and improve the quality of their lives.

The Council cannot achieve all the desired outcomes alone and will work with partner organisations to continue to offer varied activity programmes for all ages, supported by a focused sports development function, which will contribute to the health of our community and the prosperity of the Borough.

2. Introduction

The Government and Sport England recognise the importance of sport and physical activity has on the health and wellbeing of the population and have five key outcomes that they want to achieve.

- Physical Wellbeing - Increase the percentage of people that are physically active and decrease in those that are physically inactive;
- Mental Wellbeing - Improve subjective wellbeing of participants;
- Individual development – Increased levels of perceived self-motivation to change their behaviour;
- Social and community development - Increase levels of social trust in communities
- Economic Development – Value of sport to the UK economy.

Public Health England's Strategy 2014, Everybody Active, Every Day also looks at the importance of improving the general awareness of the benefits of regular physical activity.

The Council, its partners and the recommendations from assessments have helped to identify the priorities for Brentwood in relation to its leisure facilities. In addition, local health profiles for Brentwood and the priorities and expected outcomes identified from Sport England, National Governing Bodies for Sport, Active Essex, Health and Wellbeing Board (Essex and Brentwood) and Brentwood and Basildon Clinical Commissioning Group.

The Council alone cannot deliver all of the outcomes of this strategy and will need to work in partnership with other organisations to promote the health and wellbeing objectives to support all of our local communities. Therefore, many priorities and expected outcomes within this strategy will also compliment other partners' objectives.

The Strategy has not been developed in isolation and is closely aligned to the Council's Corporate Plan (2016-19), the Local Development Plan, the Asset Management Strategy and the Health and Wellbeing Board priorities.

The Leisure Strategy's action plan is a live document and an annual update will be presented to the Council's relevant committee to look at the progress of the strategy against the recommendations and expected outcomes. The Leisure Strategy will be reviewed in **XXXX**.

3. What we need to achieve?

The Council needs to ensure that its sport and leisure facilities will be sustainable in the future and broaden their impact on improving community health. The strategy focus is on its leisure facilities being high quality, accessible, affordable and sustainable in the future. It also needs to ensure that the facilities are the right mix to meet the future needs of our residents within the constraints of Councils financial situation. It needs to encourage the community to increase their participation levels especially amongst target groups such as young people and well as the ageing population, which in turn will improve the health and wellbeing of our residents.

The Council needs to reduce its expenditure, and as the provision of sport and leisure is a non-statutory service, it would like to get to the point where any leisure provision is at a minimum a nil cost to the Council. If a surplus income is obtained from its facilities, then this income is used to support those elements of leisure that will still remain a cost to the Council. Due to these budgetary constraints the Council needs to identify and prioritise the areas of investment and its longer-term objectives that will drive the expected outcomes. These are set out in the action plan (Section 10) which will be reviewed and updated on an annual basis to measure progress.

4. Strategy context

The Council has looked at the key priorities from a national, county and local context when developing this Strategy. Alignment to national strategies and being able to deliver their expected outcomes can assist the Council in attracting external funding to support investment in facilities.

a) National Context

Sport England

Sport England's Strategy Towards an Active Nation 2016-21 defines inactivity as doing less than 30 minutes of moderate intensity activity per week. Their main priorities are to:

- **Focusing more money and resources on tackling inactivity** because this is where the gains for the individual and for society are greatest
- **Investing more in children and young people from the age of five** to build positive attitudes to sport and activity as the foundations of an active life
- **Helping those who are active now to carry on, but at lower cost to the public purse over time**
- **Putting customers at the heart of what we do**, responding on how they organise their lives and helping the sector to be more welcoming and inclusive
- **Helping sport to keep pace** with the digital expectations of customers
- **Working nationally where it makes sense to do so** but encouraging local collaboration to deliver a more joined-up experience of sport and activity for all
- **Working with a wide range of partners**, including the private sector, using our expertise as well as our investment to help align their resources

- Working with our sector to encourage innovation and share best practice, particularly through applying the principles and practical learning of behaviour change

They will measure the success of their strategy through the following KPIs:

- Increase the percentage of the population taking part in sport and physical activity at least twice in the last month
- Decrease in the percentage of people physically inactive
- Increase the percentage of adults using outdoor space for exercise/health reasons
- Increase in the percentage of children achieving physical literacy
- Increase the percentage of young people (11-18) with a positive attitude towards sport and being active
- Increase in the number of people volunteering in sport at least twice in the last year
- The demographics of volunteers in sport to become more representative of society as a whole
- Reduce the percentage of publicly owned facilities with under-utilised capacity
- Support employment in the sport sector

National Planning Policy Framework

The National Planning Policy Framework (NPPF) promotes a forward planning approach to the provision of activities and opportunities to participate in sport and add value to the work of others and help to deliver sustainable development goals.

They achieve this through:

- Recognising and taking full advantage of the unique role of sport and physical activity in contributing to a wide array of policy and community aspirations, including leisure, health and education
- Using sport and activity as a fundamental part of the planning and delivery of sustainable communities

- The development of partnership working using sport an active recreation as common interest

Planning objectives

- Protect existing facilities
- Enhance the quality, accessibility and management of existing facilities
- Provide new facilities to meet demand

b) County Context

Active Essex

Active Essex provides the strategy lead for physical activity and sport across Essex and is supported by Essex County Council and Sport England. The Strategy for 2017-21 is focussed on increasing and sustaining 1million people's participation across Essex.

Their key priorities

- Drive and sustain participation – focus on getting more people in Essex being active, taking part and living healthy and active lifestyles
- Improve Health and Wellbeing – focus on changing behaviours to reduce inactivity and make a real impact on physical and mental health and wellbeing
- Develop individuals and organisations – focus on enabling people and organisations to develop skills, achieve goals, ambitions and maximise their potential
- Strengthen localities, communities and networks - focus on leading, developing and driving the Eco-system across Essex, raising the profile and impact of physical activity and sport

c) Local context

Brentwood Borough Council Corporate Plan 2016 -19

The Leisure strategy sits across many strands under the Council's Corporate Plan.

Environment and Housing Management

- Develop a leisure strategy to provide strong and sustainable leisure facilities for residents and visitors
- Develop effective partnership arrangements with key agencies to deliver services

Community and Health

- Encourage thriving and engaged communities
- Make Brentwood a Borough where people feel safe, healthy and supported

Economic Development

- Develop conditions for job creation and help people back into work
- Promote mixed economy, maximising focus on both retail and other commercial opportunities
- Work with other Essex local authorities to promote Essex for shared economic gain
- Consider how Council assets can be utilised to promote sustainable development in the Borough
- Support economic growth and sustainable development

Transformation

- Explore alternative methods of service delivery, including shared services and outsourcing

Brentwood Health and Wellbeing Strategy 2017-22

The Health and Wellbeing Strategy for Brentwood sets out three key priority areas:

- **Ageing Well**
 - Reduce levels of social isolation through increasing activity and strengthening connections within the community
 - Working with partners to promote winter warmth message to prevent ill health during winter months
 - Support the over 50s to increase levels of physical activity through a range of activities

- **Tackling Obesity and Improving physical health**
 - Work with partnership with schools to explore further opportunities to support them in taking actions tackling child obesity
 - To work with partners to establish opportunities for residents to become more physically active
 - To explore further opportunities to increase levels of active travel, working in partnership with schools and businesses to consider new initiatives
 - Support local food business in providing healthier alternatives for customers
- **Mental Health and Wellbeing**
 - To contribute to the Essex Mental Health Prevention Strategy through improving; Access to Services, Supporting Community Assets, Access to voluntary employment/encampment opportunities and promoting physical activity and good mental health
 - To support local schools and businesses to support pupils and employee mental health and wellbeing
 - To support residents living with dementia to live well

Leisure facilities assessments

The Council commissioned some key assessments of its leisure facilities which highlights the challenges and improvements that are required to ensure that Brentwood has sustainable and fit for purpose leisure facilities. The Value for Money Review and Options Appraisal examined the Council's built facilities, Hartswood Golf Course and its play areas, and the Play and Non-Play Pitch Assessment looked at both the outdoor and indoor facilities available in the Borough. The recommendations from these reports are set out in Appendix X and form part of the priorities within the strategy.

The economic value of sport and leisure in Brentwood

There is significant economic value to sport and leisure in Brentwood*

- Total direct economic value of sport £23.6m (1)
- Volunteering value £10.3m (1)
- Health (wider economic value) £31.2m (1)
- 698 total employment (1)
- 74% are 16+ population are economically active - 71.1% of those are in employment, and 3.5% are unemployed (2)

**Figures from Sport England (1) - ONS Annual population survey (2)*

5. What does the local profile of Brentwood tells us?

The Council needs to understand what the future demands of its residents will be that also informs the priorities for the strategy. We know that between 2015 – 2025*:

- Brentwood's population will increase from 75,000 to 81,800 so the Council will need to ensure that its leisure facilities can meet that increased demand

- Life expectancy is 8.7 years lower for men and 7.4 years lower for women in the most deprived areas of Brentwood than the least deprived areas, so the Council needs to provide targeted programming that will improve the health and wellbeing of residents and decrease health inequalities across the Borough
- 61.4% of residents aged between 16 and 64
- There is expected to be a 17% increase of over 65s which will put a greater demand on health, social services and housing needs
- There is expected to be 1,800 more under 19s
- 9,200 new babies will be born over the period

**Public Health England Brentwood Health Profile 2017*

Although Brentwood has no areas of distinct inequality, Brentwood South and Brentwood North wards are areas with higher levels of child poverty and long-term unemployment than others in the Borough, which may indicate health inequalities.

Age

- Brentwood has a higher than average 65+ age group and an increasing elderly population will put pressure on its services.
- Generally, Brentwood has good participation rates, but the Active People's Survey indicated that the activity in some age groups could be increased such as the 26 – 34year olds and the over 55s.

Health

- The health of people in Brentwood is generally better than the England average
- Life expectancy for both men and women in Brentwood is significantly better than the national average
- 12.6% of adults are **smokers**, lower than the national average
- 1,230 people aged over 65 are thought to have **dementia** and this number is expected to rise by 41% to 1,740 by 2030
- 65% of adults and 27.7% of 10-11 year old children are **overweight or obese**
- 15.6% of residents have a disability of long-term health issue
- 20.2% of adults are doing enough physical activity to benefit their health
- 5% of Brentwood residents have **diabetes** and the figure has risen over the last 4 years
- 0.79%* (In CCG area) have a **mental health** problem although 4.5% of people completing GP survey report that they have a long term mental or physical health problem. Maybe due to under recording?
- 37.5 per 100,000 **cardiovascular disease**

Activity

Brentwood has relatively good activity levels when compared nationally. The Active Lives* survey for Brentwood identified that:

- 70.2 % active, 13% fairly active, 16.8% inactive
- 81.3% have taken part in sport and physical activity at least twice in the last 28 days
- 43.8% are active once a week

- 47.3% of males are active once a week
- 40.7% of females are active once a week
- 27.5% are active 3 x 30 mins a week
- 28.9% have a sport club membership
- 38% of residents did 30 minutes of moderate physical activity on five days or more

The survey also identified the perceived barriers to sport and physical activity

- 45% of residents are most likely to cite lack of time as the main reason for not taking more exercise
- 21% of resident's state that it is too expensive
- 20% of resident's state lack of motivation
- 20% of resident's state other family commitments

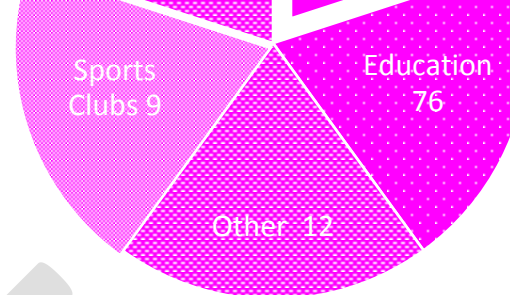
Essex Residents Survey October 2016

- 85% of Brentwood residents are satisfied with a high-quality environment
- 89% of Brentwood residents are satisfied with the local area as a place to live
- 85% of Brentwood are satisfied with their parks and open spaces
- 87% of Brentwood are satisfied with the ease of access to parks and open spaces
- 76% of Brentwood residents have good general health
- 20% of Brentwood say they have given unpaid help to groups, clubs or organisations over the last 12 months (lower than the county average)
- 48% of residents are satisfied with their local bus service

6. Existing provision

Our existing provision, the quantity, quality and accessibility of this, as well as the operational issues and geographic location. A full list of facilities in Brentwood is in Appendix X at the back of the strategy. The table below provides a summary of the facilities in Brentwood. Please note that not all leisure facilities are managed by Brentwood Borough Council. The assessments that have been undertaken consider the entire provision across the Borough and how accessible they are i.e. is it membership only, or are they based within an educational setting?

Type of facilities	Quantity
Artificial pitches	8
Grass pitches	123
Swimming Pools	18
Sports Halls	21
Tennis Courts	26
Parks and open spaces	41



7. Key issues facing the Council

Due to the current financial climate and reduced central government grants the Council needs to reduce its expenditure on its leisure facilities and ensure that they will be sustainable in the future. The leisure offer can deliver across different agendas, but it must evidence the difference it plays in tackling these challenges. This will involve working with partners to effectively coordinate limited resources across the Borough and monitor outcomes from interventions. It also needs to ensure that the facilities are the right mix to achieve the Council's objectives. This could mean that some facilities are consolidated, while others could be expanded.

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.

8. How will we deliver a successful strategy?

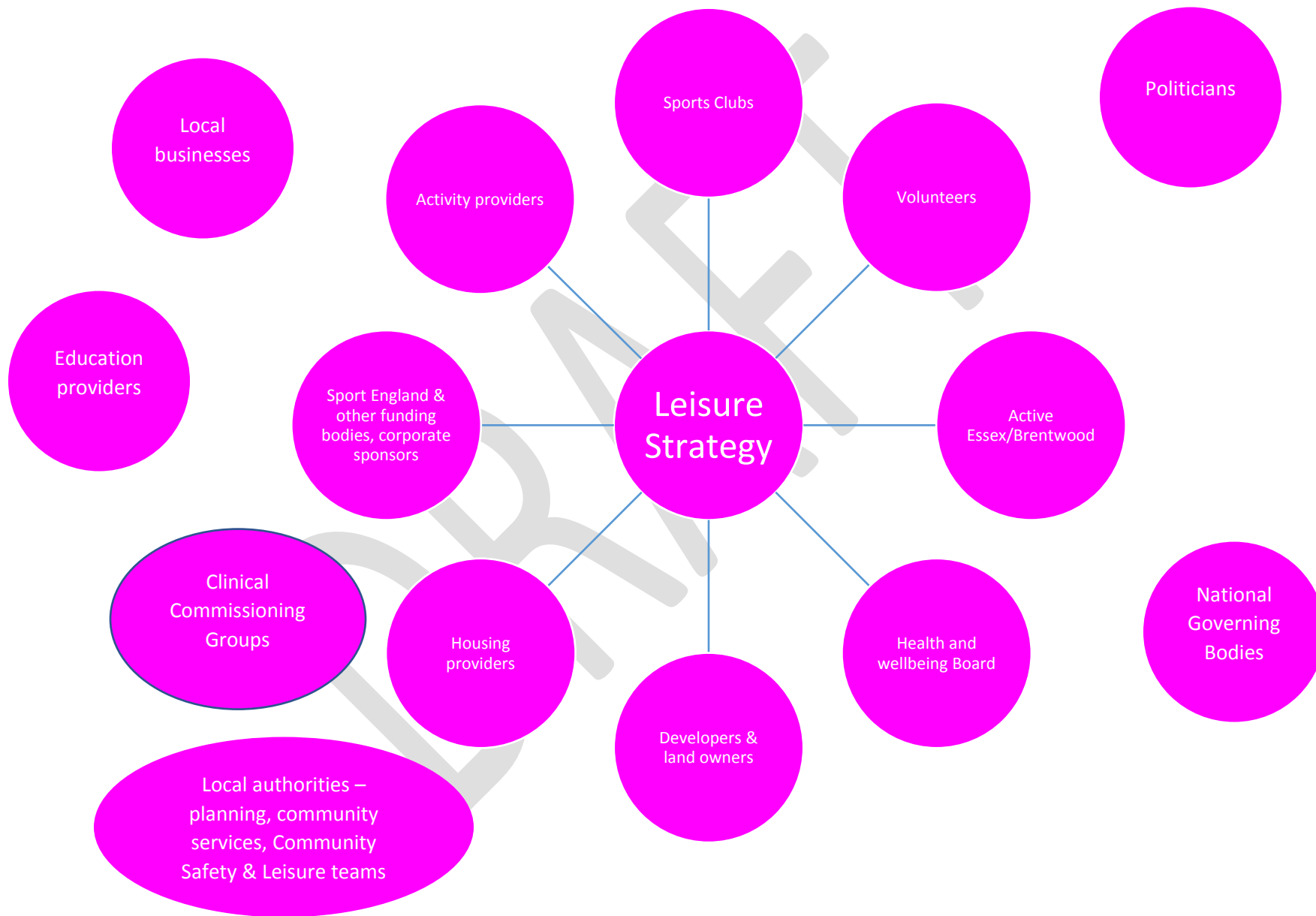


To deliver a strategy of this scale the work has been focused into workstreams to achieve the expected outcomes.

A successful strategy also requires a whole-system approach which will includes:

- Policy – local laws, governance, regulations and codes of practice
- Physical environment – Built facilities, open spaces, transport links
- Organisations and institutions – schools, health care, businesses, faith organisations, charities, clubs
- Social environment – Individual relationships, families, support groups, social networks
- Individuals – Individual attitudes, beliefs, knowledge, needs, behaviours

The Big Picture – key stakeholders and influencers in the Leisure Strategy



Brentwood Borough Council will use KPI's to measure the success across the course of the strategy aligning these to our priorities and outcomes. We will develop an annual delivery plan to define how we intend to work towards the strategic priorities, goals and associated outcomes. We will regularly report our progress to the appropriate Council committee who will take responsibility for overseeing the successful implementation of the strategy. We will publish an annual report to celebrate our collective successes, identify any areas for improvement and highlight any changes we intend to make in the forthcoming year to deliver the strategy more efficiently and effectively.

The focus will be on making better use of our assets, improvement to facilities, providing a core community offer to encourage participation and identify commercial opportunities that can provide sustainable income streams to the Council.

Priority 1 - Built facilities

The Council needs to ensure that its built facilities are fit for purpose and future proof and the Council will need to target its funding appropriately. It needs to ensure that its running costs are kept to a minimum through efficient service provision whilst income levels must grow – reducing net cost further still.

The Council will focus on:

- **Brentwood Centre**
 - Enhance the Brentwood Centre as a venue for events to attract high quality events and acts
 - Capitalise on the location of the Centre and make it a focus for Sport, Health, Football and Mental Health provision
 - Consider alternative management options for Brentwood Centre
 - Focus on increasing leisure centre attendance levels leading to improved public health, as well as a more financially sustainable service
 - Ensure that the Brentwood Leisure Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth
 - Use insight led, effective, targeted marketing to develop a larger customer base

- **Pavilion in King George's Playing Fields**
 - Look at creating a 'Park Hub' that includes sports provision, family provision, café/retail provision and conferencing/event provision to maximise community usage
 - Undertake feasibility study to identify viability
- **Community Halls**
 - Renegotiate lease with Brentwood Leisure Trust
 - Undertake external condition survey to ascertain future costs and viability of the halls
 - Align with the Council's Asset Management Strategy to maximise income to the Council
 - Explore options for Community Asset Transfer
- **New developments**
 - Explore opportunities for joint use and maximising developer contributions
 - Explore opportunity to create indoor play facility i.e. to make King George's Playing Fields an all-season destination for play

Key Performance Indicators

- Increased income to the Council
- Reduced costs to the Council
- Investment to improve customer offer
- Increased participation by X% per annum
- Increased customer satisfaction

Priority 2 - Open Spaces

The Council will ensure that the Leisure Strategy promotes the policies of the Field in Trust guidance which are set out in Appendix X. It has also noted the recommendations from the Play Pitch assessments and that any investment from the Council is targeted to enhance its facilities. Before any work is undertaken the Council will need to undertake a feasibility study to ensure that any works will be sustainable in the future.

The Council will focus on:

- Improvement's to the Council's Country Parks* which include Hutton Country Park, Warley Country Park and St Faiths.
*Please note that South Weald and Thorndon Country Park are managed by Essex County Council
- Improvements to the Council's formal Open Spaces such King George's Playing Fields
- Improvements to its's play pitches for Football, Rugby, Cricket and Hockey. Working to existing clubs to develop their visions etc., In particular
- Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space
- Allotments – population standard approach and/or the creation of new sites
- Woodlands explore any income opportunities
- Promote informal sport and physical activity opportunities in Brentwood's open spaces
- Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood's open spaces offer for sport and physical activity

Key Performance Indicators

- Increase sport and physical activity in the Council's open spaces
- Improve awareness of the offer in the Council's open spaces
- Increase volunteering

The Council has looked at its current provision and how it can be maintained in the future. Currently the Borough has **28** play areas. **11** of those are owned and managed on Council housing estates, **7** of those are managed by Brentwood Borough Council in the parks and **10** of those are owned and managed directly by the Parish Councils.

The Council will ensure that all residents will have good and free access to high-quality play areas, possible as a hub and spoke with significant play areas maintained in key locations across the Borough, i.e. Pilgrims Hatch, Hutton, Shenfield and Warley. The Council needs to reduce its revenue and capital costs and ensure that its play areas meet the needs of any British and European health and safety standards. Costs for some recent improvements have been met by developer contribution (S106), but the Council will still incur on-going maintenance costs associated with its play areas. To make the play areas more sustainable moving forward it is proposed that some rationalisation of the play areas is required. The Council would not rationalise without investing in key strategically located parks across the Borough. The Council will also explore income generating activities and ensure investment is strategically targeted in the creation of destination play areas across the Borough. A phased rationalisation of play facilities would help to produce a sustainable play service which would provide a portfolio of traditional robust equipment that is safe and simple to maintain, well-designed, well-planned that will provide high-quality play facilities fit for current and future needs and demands. The Council will also look at opportunities for Community Asset Transfer if local volunteer groups can demonstrate with a business case that they can take on the direct management of a play area.



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Current provision provision

Proposed

The Council will focus on:

- Investment into the creation of destination play areas

Key Performance Indicators

- Increased satisfaction levels of the Council's Play areas
- Reduced capital and revenue costs

- Strategically maximising developer contributions (S106)
- Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities
- The phased rationalisation of some play areas
- Parish Council play areas will still remain the responsibility of the Parish Council's to maintain and inspect
- Consideration of Community Asset Transfer for smaller parks run by volunteer groups

Priority 4 - Sport

The Council will continue to work to make leisure and sport accessible to the whole population. While the leisure centre acts as sports hub other activities are provided in the community settings such as village halls and local playing fields, reducing the need to travel, increasing accessibility, and subsequently increasing participation levels.

Community sport is thriving in Brentwood but in many cases, it is at capacity, and the Council recognises the importance of working with the community to maintain current and develop new sporting opportunities. There are many clubs supported by community volunteers with a wide variety of activities taking place, all of which benefit from support over the period of this strategy.

The Council will focus on:

- Consulting with NGB's and national associations to access opportunities for a regional centre of excellence
- The creation of a football hub at the Brentwood Centre with 3G pitches.
- The creation of a rugby hub at King George's Playing Fields including the enhancement of the current pavilion building
- The creation of an indoor nets facility for year-round cricket development
- Enhancement of the golf course at Hartswood in King George's Playing Fields, including enhancement of the current pavilion building
- Ensure that Active Brentwood works as an enabler to improve participation, local facilities and coach education
- Continue to work with local clubs and partners to identify funding to improve facilities and encourage increased sport and physical activity in Brentwood
- Work with National Governing Bodies (NGBs), Active Brentwood and Sport England to develop, monitor and evaluate programmes in the Borough
- Work with partners to develop active leisure programmes that develop respect and strengthen cohesion, including cross-generational and cross-cultural activities
- Consider creating a centre of excellence in the Borough
- Look at the consolidation of some facilities and improvement to others

- Identify other sports that the Council might want to attract to the Borough

Key Performance Indicators

- Increase in club growth i.e. increase in the number of teams and promotion of clubs through their respective league system
- Improved standard of facilities that can support talented individuals to national levels of competition
- Active Brentwood hits annual attendance targets?
- Value of funding brought to the Borough supported by Brentwood Borough Council increases year on year with a baseline established in 2018/19
- Number of active leisure schemes set up and supported by partners with Brentwood Borough Council increases year on year
- Increased recognition and awards for the Brentwood Centre as a centre of excellence for its Mental Health and disability programming

Priority 5 - Health and Wellbeing

The Leisure Strategy will be a key document to deliver the outcomes for the Health and Wellbeing Board priorities of tackling obesity, ageing well and improving Physical and Mental Health and Wellbeing. Health and employment are intimately linked, and long-term unemployment can have a negative effect on health and wellbeing. The Council will

support programmes that target a reduction in health inequalities and that will positively impact sections of the population requiring extra support.

The Council will focus on:

- Increasing participation through the enhancement of facilities
- Continue to work with businesses to reduce sugar and salt consumption through the TUCK IN project
- Providing a core community offer to residents with a focus on activity programmes for older people, Mental Health activity programmes and diversionary activity programmes for younger people
- Improving partnership working through Active Brentwood/Essex and Voluntary and Community Sector organisations to provide activities and volunteering opportunities in the community
- Promote and support the living well campaign

Key Performance Indicators

- Increased participation especially with over 55s
- Increased participation of those with Mental Ill Health supported through physical activity programmes
- Increased awareness in schemes that are available

The Council needs to ensure that there is the right management and governance in place to ensure that the Leisure Strategy can be successfully delivered. Whatever governance model is decided upon it will need to include Local Authority members and officers and also public/independent members.

The Council will focus on:

- Identifying the right operating model that will best deliver the Leisure Strategy. This could mean one main operator or a hybrid approach
- Ensuring that the Council delivers Value for Money for its residents through its procurement process and relevant feasibility studies
- Identify external funding opportunities that can assist the Council in financing improvements to facilities
- Ensuring that robust contract management and monitoring is in place to deliver on the Council's expected outcomes through the establishment of Key Performance Indicators
- Identify the risks and the potential rewards
- Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities
- Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy
- Ensure staff are properly trained so that they can provide a high-quality customer service and identify opportunities for improved revenue generation and growth
- Provide a communication plan so that the public are informed of the progress of the Leisure Strategy

9. Who can deliver the Strategy?

The Council needs to ensure that the right operating model is in place to deliver the desired outcomes of the Leisure Strategy in the most effective, efficient way and delivers best Value for Money to our residents. Whatever the operator, the Council needs to ensure that it is a key stakeholder on the 'board' and in a position of influence with regard to the operations and strategy, and there is an agreed core community offer available to the residents.

Currently the Council has a hybrid operating model, where some is delivered directly by Brentwood Borough Council, some through Brentwood Leisure Trust and some through private operators. The future options available to the Council are set out as follows:

- Use the Brentwood Leisure Trust as the main operator and identify other activities/facilities that could be included as part of the core community offer
- Establish a new trust model to deliver the Leisure Strategy
- Adopt a new hybrid approach
- Establish a joint venture company
- Establish one principle operator
- Liaise with local sports clubs and put them on long leases

10. How can the Leisure Strategy be delivered?

Due to the current financial constraints the Council needs to ensure that it maximises the amount of external funding that it can attract. This will mean that a model is developed for all the options so that both the risks and the rewards are identified. The Council will focus on the following areas:

- Ensure that objectives and expected outcomes are aligned where possible to the National Governing Bodies (NGBs), Sport England and Public Health England.
- Explore opportunities to work with Leisure Development Partner who can provide expertise
- Prioritise the investment programme
- Explore opportunities to work with private partners to invest in some facilities
- Brentwood Borough Council borrowing, how the loan is serviced
- Sports Clubs contributions
- Capital receipts from asset disposal
- Maximise developer contributions (S106) from new developments to strategically support the Council's leisure facilities
- New initiatives such as soil relocation to enhance facilities
- Utilising a trust model to access additional funding streams

11. Leisure Strategy Action Plan

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Priority 1 – Built Facilities

Recommendation	Action	Outcomes
General		

Recommendations from the Indoor Facilities Assessment	Review the recommendations from the Indoor facility assessment	Increased facilities Improved facilities
Address the issues raised within the assessment of the Council’s ageing leisure facilities and assets	Undertake an external condition survey of the Council’s built facilities. Review and address any items contained within the external condition surveys and full lifecycle Planned Programme Maintenance (PPM) of the Council’s leisure assets.	Identify future costs to Brentwood Borough Council
Work with leisure partners to utilise and publicise the facilities available across the borough enabling more physical activity opportunities in rural communities	Agree communications plan to publicise activities on offer	Increased participation
Encourage relationships with leisure operational partners in neighbouring districts to encourage the development of cross boundary offers for local communities.	Work with planning and neighbouring authorities.	Increased participation
Where possible increase accessibility, usability and affordability of sites and facilities	Work with Brentwood Borough Council’s Leisure Development and Operational partners and disability groups to ensure appropriate consideration is given to access to and from leisure sites and disabled equipment and facilities is applied during the design and delivery of the agreed facilities upgrade plan	Increased participation
	Identify and support schools that want to open up their facilities to the community	Increased participation
	Support the development of the Most Active County’s Sport England Partnership Programme action plan which encourages schools to increase access of their facilities to local communities	Increased participation
Develop mechanisms to ensure new planning developments consider active travel routes and easy access for all leisure facilities and open spaces.	Planning team adoption of Brentwood Borough Council’s Pitch, Non-pitch, Open Spaces and Built Facilities assessments when considering future planning applications/developments	Increased participation

	Support the development of Neighbourhood and Parish Plans to consider the wider leisure and recreation opportunities	Improved facilities
Improve internal and external communications, raising public awareness of the wide number and range of physical activity opportunities that already exist.	Develop partner communications plans and publicise opportunities delivered by partner organisations	Increased participation
	Use the data obtained from the underpinning assessments to develop a facilities map highlighting key community use facilities and promote this externally to the residents of Brentwood Borough Council	Increased participation
Ensure that customer facing employees have the appropriate skills and awareness to work with a range of customers with varying needs.	Work with users and community groups to develop insight in aspects of facilities that need improvement	Increased customer satisfaction
	Continue to work with staff and leisure partners to ensure employees are appropriately trained	Increased customer satisfaction
Brentwood Centre		
Capitalise on the location of the Brentwood Centre and make it a focus for Sport, Health, Football and Mental Health provision	Identify Leisure Development Partner that can undertake a feasibility study for investment programme for Brentwood Centre and possible funding streams to support it.	Improvement to facilities Increase participation Increase footfall
Focus on increasing leisure centre attendance levels and ensure Brentwood Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth	Use the built facilities assessment to agree specification for an agreed facilities upgrade plan that will also be commercially viable	Improvement to facilities Increased participation
Brentwood Centre as an events venue of the right quality	Identify areas for improvement such as dressing rooms which will support and attract a strong event plan	Improvement to facilities Increased footfall

Consider alternative management options for the Brentwood Centre	Work with Brentwood Leisure Trust to look at future requirements and needs from the Brentwood Centre.	Delivers Value for Money for residents Increase income to Brentwood Borough Council
Pavilion Building in King George’s Playing Fields		
Creation of a family hub at King George’s Playing Fields	Identify opportunities with partner organisations to develop the pavilion building as a family hub in KGPF to support existing sports provision of golf, football and rugby plus creation of new indoor play facility. Work with Brentwood Rugby Club to develop joint use facility and possible centre of excellence	Improvement to facilities Increased use of open spaces Increased activity levels
Undertake a business plan for improvements to King George’s Playing Fields including the pavilion building	Appoint a Leisure Development Partner to undertake a business plan to identify a commercial viable option for the site and identify any shortfall that Brentwood Borough Council will need to fund.	Improvement to facilities
Community Halls		
Renegotiate Halls Management Agreement with Brentwood Leisure Trust	Meetings with BLT to renegotiate the Halls Management Agreement	Reduce expenditure to Council
Identify future costs for the halls	Undertake an external condition survey to identify future costs for the halls	Reduce expenditure to the Council
Identify opportunities for a Community Asset Transfer	Look at halls case by case to identify opportunities	Reduce expenditure to the Council
New Developments		

Identify future facility need within any new developments	Ensure any developer contribution is maximised to support community and leisure facilities	New facilities to meet demand Increase participation
	Work with partner organisation such as Health and Sport England to identify opportunities create community hub to support new community such as GP, Health, Education and Leisure services sharing a site	New facilities to meet demand
Promote active travel routes	Identify links to existing sites to promote walking, cycling routes	Increase participation and activity levels



Priority 2 – Open Spaces

Recommendation	Action	Outcomes
Improvement's to the Council's Country Parks* which include Hutton Country Park,	Identify improvements in the Country Parks and establish improvement plans for each.	Improvement to facilities Increased use of open spaces

Warley Country Park and St Faiths.		
Improvements to the Council's formal Open Spaces such King George's Playing Fields	Undertake feasibility study with Leisure Development Partner to develop viable business plan	Improvement to facilities Increased participation and activity
Improvements to the Council's play pitches for Football, Rugby, Cricket and Hockey.	Working to existing clubs to develop their visions etc., in particular ancillary facilities such as improved parking capacity and changing/toilet facilities i.e. Larkins	Improvement to facilities Increased participation
Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space	Review recommendations and feed into any improvement plans	Improvement and protection of facilities
Continue to sustainably manage Brentwood countryside, woodlands and SSSI sites to agreed standards, enabling integrated access and supporting resident recreation whilst protecting the areas wildlife habitat and natural tranquillity.	Support the recommendations and actions of Natural England's National Character Area Profile NE466 NCA profile: 111 North Thames Basin 2013	Protection of facilities
Continue to provide a work programme for the Countryside Volunteers	Agree areas for works and improvement using the existing Countryside volunteers	Increased volunteering Improvement to facilities
Promote informal sport and physical activity opportunities in Brentwood's open spaces	Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood's open spaces offer for sport and physical activity	Increase use of public open spaces Increased participation and activity
	Utilise Brentwood open spaces to provide community events such as Family Fun Days and similar activities	Increase use of public open spaces Increased participation and activity
	Explore the options of installing outdoor gyms in strategic locations	Increase use of public open spaces Increased participation and activity

Priority 3 – Play Areas

Recommendation	Action	Outcomes
Investment into the creation of destination play areas	Identify and prioritise play areas for investment	Improvement to facilities Reduce Council expenditure Increase in activity Reduce risk to the Council
Strategically maximising developer contributions (S106)	Identify develop contribution opportunities that will support strategic investment in facilities	Improvement to facilities Reduce Council expenditure Increase in activity
Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities	Identify commercial income streams that can support inward investment of facilities	Improvement to facilities Reduce Council expenditure
Meeting the needs of residents in new housing developments	Identify community requirements within new housing developments	Increase in activity New facilities
The phased rationalisation of some play areas	Identify timescales for the phased rationalisation of play areas which will be subject to strategic investment in destination play areas	Reduce risk to the Council Reduce Council expenditure
Consideration of community asset transfer	Identify any groups who would be interested and submit viable bids	Reduce risk to the Council Reduce Council expenditure

Priority 4 – Sports

Recommendation	Action	outcomes
Support and implement the recommendations and actions of the Brentwood Play Pitch and Non-Play pitch and Built facilities assessments	Awaiting the recommendations? Review and implement recommendations from the assessments	Improvement to facilities
Encourage sports clubs and community groups to be more involved in the operation of facilities and sites	Mavericks development at Warley	Improvement to facilities at Warley Playing Fields
	Brentwood Youth AFC	Improvement to Larkin Playing Fields
	Hutton Football Club	Improvement of facilities
	Identify locations across the borough that would benefit from application of Sports Hub principles unifying sporting clubs or disciplines allowing clubs to grow and release financial benefit in the process	
Introduce further sporting and physical activity opportunities for disabled and older residents	Utilise and support new initiatives	Increase participation and activity
	Continue to support the Walking for Health programme	Increase participation and activity
Enable people and organisations to develop skills, achieve goals and maximise their potential	Ensure pathways exist which identify talent, nurture and retain athlete, coaches and officials at all levels	Achieve more people engaged in volunteering
	Inspire people from more diverse backgrounds to get and stay involved in volunteering	Increase the economic value of the physical activity and sport sector
	Support organisations in achieving accreditation and compliance with 'A code for Sports Governance'	Increase the numbers of organisations meeting accreditation standards
	Promote opportunities for new careers in the sector and help attract new investment by the industry in Essex	Enable more people to be trained in the sector

	Identify and address the training needs of the workforce including those around employability	Increase the skills of the sector’s workforce
Support club development and engagement across the Borough, signposting clubs to relevant funding opportunities when available	Support sports clubs to develop sporting opportunities within schools	Increase participation and activity
	Engage NGB’s, school, local clubs and other key partners in delivery of Active Brentwood, the community sports network for Brentwood and use this as a forum to support club development across the district.	Active Brentwood Networking events
Increase physical and sporting activity across the borough by X% year on year using Sport England’s Active People Survey as a measure	<ul style="list-style-type: none"> • Provide a sustainable network of safe and accessible facilities, open spaces and active travel routes • Ensure workplaces adopt an active culture that encourages participation • Improve and enhance the customer experience of physical activity and sport, with a focus on the core market • Use technology and innovation to promote activities on offer • Facilitate and promote spectator sport and mass participation events 	<ul style="list-style-type: none"> • Reduce inactivity levels • Increase the number of people being active • Improve young people’s attitudes towards physical activity and sport • Provide a sustainable network of the right, high quality and accessible facilities in the right places • Get more people using open spaces for exercise and health reasons • Increase the numbers of mass participation and elite sports events hosted. • Maintain and increase the economic value of physical activity and sport
Support the network of volunteers that underpin the Borough’s sport /community clubs.	Communicate the training opportunities available to new volunteers enabling clubs to grow	Increase volunteering associated with sport and physical activity
	Provide networking opportunities for existing volunteers/clubs to enable sharing of best practice	Supported and well-developed community clubs

Enhancement of existing facilities	<ul style="list-style-type: none"> • Explore viability and location for indoor cricket net provision • Indoor/covered tennis • Seek opportunities with NGB's for regional centre of excellence 	Improved facilities Increased participation
Promote new sports in the Borough	<ul style="list-style-type: none"> • Work with new clubs or existing clubs that require more support in setting up i.e. baseball, table tennis, boxing 	Increased participation

Priority 5 – Health and Wellbeing

Recommendations	Action	Outcomes
Support the priorities and desire outcomes for the Brentwood Health and Wellbeing Board	<p>Tackling Obesity Continue to work with businesses to reduce sugar and salt consumption through the TUCK IN project.</p> <p>Increase participation with improvement to facilities and affordable and accessible</p>	Local residents enjoy positive activities and are physically and emotionally healthy

	<p>programming</p> <p>Work with schools to promote new initiatives</p> <p>Work with businesses to promote new initiatives such as workout from work</p> <p>Utilise Active Brentwood as an enabler</p>	
	<p>Ageing Well Supporting the over 50s to increase levels of physical activity through a range of activities</p> <p>Improve programming opportunities for over 55 activities</p> <p>Promote available offer for senior activities Utilise Active Brentwood as an enabler</p>	Local residents enjoy positive activities and are physically and emotionally healthy
	<p>Improvement to Physical and Mental Health Wellbeing Increase participation levels through the right programme of activities especially the target groups who need to increase their activity levels Such as those with Mental Ill Health and with a physical disability</p>	Local residents enjoy positive activities and are physically and emotionally healthy
Support the growth of active travel methods	<p>Support the recommendations and actions of Essex County Council's Cycling Strategy 2016 http://www.essexhighways.org/uploads/docs/ecc-cycling-strategy-novemeber-2016.pdf</p>	Increase activity levels

	<p>Create safe walking and cycling routes with three schools across Brentwood (H&WB action plan)</p>	<p>Increased activity levels</p>
	<p>Encouraging and promoting use of the cycle footpath networks available across the district especially in new developments (Dunton Garden Village)</p>	<p>Increased activity levels</p>
	<p>Ensure that key facilities such as frequently used countryside sites and leisure facilities have the facilities required for ease of active travel i.e. footpaths and cycle racks</p> <p>Support the renewal of Essex County Council’s Right of Way Improvement Plan 2009 http://www.essexhighways.org/uploads/files/final-rowip.pdf</p> <p>Actively support groups, organisations or projects that increase walking activities</p> <p>Walking for Health initiative</p> <p>Local businesses promote /incentives?</p>	<p>Greater use of open spaces Reducing obesity Increased participation</p>
<p>Establishment of outdoor gyms</p>	<p>Identify potential sites aligned to the creation of destination play areas for strategic investment</p>	<p>Increase accessibility to facilities Increase activity levels</p>

<p>Increase and encourage residents of the wider community including young people, older people, people with disabilities and the economically disadvantaged, to increase their physical activity levels by utilising the Council’s open spaces and leisure facilities</p>	<ul style="list-style-type: none"> • Deliver a targeted approach to groups which are most likely to be inactive and under-represented in both physical activity and sport. • Ensure physical activity and sport are utilised as effective tools in prevention, early intervention and management of long term conditions/reablement • Develop resilience, tackle social isolation and promote independence • Ensure there is an inclusive offer which meets the needs of disabled people and those with limiting illnesses/conditions • Promote the benefits of being active to enable people to take responsibility for their health and wellbeing and make better lifestyle choices 	<ul style="list-style-type: none"> • Reduce inactivity levels amongst target groups • Support NHS targets of reducing numbers of serious health conditions associated with inactivity • Increase the number of people being active • Improve young people’s attitudes towards physical activity and sport • Provide a sustainable network of the right, high quality and accessible facilities in the right places • Get more people using open spaces for exercise and health reasons • Support NHS targets for more adults and children achieving and maintaining a healthy weight
	<p>Continue to build relationships with schools to develop educational countryside programmes currently available</p>	<p>Link with Forest School programme to increase usage of Council’s open spaces</p>
	<p>Support the recommendations and actions of Natural England’s National Character Area Profile – NE466 NCA profile: 111 North Thames Basin 2013 http://publications.naturalengland.org.uk/publication/4721112340496384?category=587130</p>	<p>Increase bio-diversity within the Council’s Country Parks</p>
	<p>Support volunteer working parties within the Borough that promote health and wellbeing benefits and increase the volunteer’s physical activity levels</p>	<p>Volunteer Tree Warden Scheme Country side Volunteers work programme</p>

Continue to develop summer holiday activity programme across the borough to incorporate a wide range of activities for young people	Work with partner organisations to support programmes or enable communities to deliver their own programmes, eliminating duplication and offering a more comprehensive approach to delivery.	Family Fun day programme Brentwood Sports Festival Increase activity and participation
Promote healthy living and healthy lifestyle choices such as diet, drinking and smoking cessation.	<ul style="list-style-type: none"> • Work with partners to develop and promote Health Week • Promote LiveWell programme of available activities 	

Priority 6 – Management and Oversight

Recommendations	Actions	Outcomes
Identifying the right operating model that will best deliver the Leisure Strategy.	This could mean one main operator or a hybrid approach	Reduced expenditure to the Council
Ensuring that the Council delivers Value for Money for its residents	Through its procurement process and relevant feasibility studies	Reduced expenditure to the Council
Identify external funding opportunities to support investment programme	Once specifications are agreed work with partners and funders to complete funding	Reduce expenditure to the Council

	applications	
Ensuring that robust contract management and monitoring is in place to deliver on the Council’s expected outcomes	Establish Key Performance Indicators to measure success Ensure Brentwood Borough Council is key stakeholder and influencer at ‘Board’ level	Deliver the desired outcomes
Identify the risks and the potential rewards	Through the specification and contract management process	Reduce expenditure to the Council
All costs are identified in facilities	Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities	Reduce expenditure to the Council
Training and Development of workforce	Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy	Increased customer satisfaction
	Ensure staff are properly trained	Increased customer satisfaction
Increase Public Awareness	Provide a communication plan so that the public are informed of the progress of the Leisure Strategy	Public awareness of the progress of the strategy
Ensure that customer satisfaction and opportunity is available for public involvement	Feedback and satisfaction and trends are reviewed regularly by the ‘Board’	Increased customer satisfaction

12. Appendices and background documents and links

- a. Sport England
 - i. Towards an Active Nation 2016-21 <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- b. Public Health England
 - i. 2014 Everybody Active, Every Day <https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life>
- c. Department of Health and Social Care

- i. Childhood Obesity Plan <https://www.gov.uk/government/publications/childhood-obesity-a-plan-for-action/childhood-obesity-a-plan-for-action>
- d. Department of Transport
 - i. Cycling and Walking Strategy 2017 <https://www.gov.uk/government/publications/cycling-and-walking-investment-strategy>
- e. Public Health England
 - i. Brentwood Borough Health Profile https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E10000012?place_name=Brentwood&search_type=place-name
- f. Fields in Trust
 - i. Guidance <http://www.fieldsintrust.org/>
- g. Essex Health and Wellbeing Board
 - i. Joint Health and Wellbeing Strategy https://www.essex.gov.uk/Business-Partners/Partners/Health-wellbeing-Essex/Documents/Essex_Health_Wellbeing_Strategy.pdf
- h. Active Essex
 - i. Active Essex Strategy 2017-2021– 1million People Active <https://www.activeessex.org/wp-content/uploads/2017/06/Active-Essex-Changing-1-Million-Lives-Strategy.pdf>
- i. Brentwood Borough Council
 - i. Local Development Plan <http://www.brentwood.gov.uk/index.php?cid=694>
 - ii. Pitch and Non-Pitch Assessment
 - iii. Open Space Assessment
 - iv. Built facilities Assessment
 - v. Asset Management Strategy
- j. Brentwood Health and Wellbeing Board
 - i. Joint Health and Wellbeing Strategy <https://brentwood.moderngov.co.uk/documents/s12535/Appendix%20A.pdf>