

<b>REPORT TO</b>	<b>ON</b>
<b>CABINET</b>	<b>27<sup>th</sup> July 2017</b>

Jan 2017



<b>TITLE</b>	<b>PORTFOLIO</b>	<b>AUTHOR</b>	<i>Agenda item No.</i>
<b>Proposal for a borough wide Leisure Health and Wellbeing Campus approach.</b>	<b>Regeneration and Leisure</b>	Keith Molloy Enterprise Manager	<b>5</b>

### 1. PURPOSE OF THE REPORT

To seek Members' views on the proposal for the ambitious development of a borough wide Leisure, Health and Wellbeing Campus approach. The campuses will aim to improve customer services, enhance the environment and bring together partners. The campuses will be funded through prudent investment bringing together our work on land and property assets. The Leisure, Health and Wellbeing campuses will link to communities by green corridors providing opportunities for outdoor sport and physical activity linking health and wellbeing. The campuses will be central to South Ribble's place shaping vision. The paper will also show how the project will bring forward housing that meets the needs and ambitions of our different communities

### 2. MEMBER RECOMMENDATIONS

**The recommendations are**

2.1 That a Member Cross Party Working Group is established

2.2 That a further report be presented to Cabinet in November 2017 detailing the findings with recommendations and a resource plan.

### 3. CORPORATE PRIORITIES

The report relates to the following corporate priorities

Clean, green and safe	X	Strong and healthy communities	X
Strong South Ribble in the heart of prosperous Lancashire	X	Efficient, effective and exceptional council	X

### 4. BACKGROUND TO THE REPORT

In October 2016 South Ribble Partnership published a report – Exploring Colocation in South Ribble. This report was produced and welcomed by partners across the Borough including police, health, and voluntary and community organisations. This report helped form the basis of the West Paddock Briefing paper which has since been incorporated in the Lancashire One Public Estate Programme. There is a momentum from partners to help make this a Masterplan which will be delivered.

Alongside and in parallel to this partnership project, a number of significant work streams have been in progress within the Council, setting out a strong evidence base through which options might be developed, understood and considered for the future of Leisure provision in South Ribble. The Council is proud of the Leisure and green open space facilities that it runs and manages. This

proposal recognises our strength and builds on our award winning parks and Central Park and our ambition to be the Greenest, Most Prosperous and Cleanest Borough in the country.

The Council has also set up a work stream on Land and Property Assets. The purpose to look at our assets in a strategic way to bring investment into the Borough and look at opportunities to bring forward housing, leisure and wellbeing and employment. It will also look at re investing in our land assets to create better and safer green public open space. Not only is it proposed to look at land within our ownership but also having a strategic approach to open space land coming through the planning process through Sec 106 agreements such as Heatherleigh.

This proposal brings these three strands together in a strategic and highly ambitious vision for the borough. The Council is in a strong position to drive this forward -with the work on baseline data contained in the documents listed in the background papers, with demographic forecast work undertaken, with community and business involvement, and work already undertaken with strategic partners eg Sport England the Council is in the forefront of work nationally.

## **5. PROPOSALS**

This is a highly ambitious project. The proposal aims is to bring together a number of key work programmes currently being delivered and others in the pipeline. It includes work being undertaken in the Council through land and property reviews, through community work via My Neighbourhoods, through Central Park phased development and open space and playing pitch reviews. However, the goal of the project is to bring partners alongside our ambition. The work of the South Ribble Strategic Partnership, the Lancashire One Public Estate programme, Preston, South Ribble and Lancashire City Deal and the Our Health Our Care programme is forming this. The proposal is to seek the opportunities to use our Leisure facilities where appropriate as cornerstones in any campus provision.

The proposal is for the Leisure, Health and Wellbeing Campuses to be a focus for local service provision. As well as leisure other services can be delivered with a real opportunity for public service reform. It is not for this paper to state what services will be delivered from these campuses but rather the proposal is to look at the “art of the possible”. It must put the customer experience at the centre of its development. The opportunity will be to look at the campuses to be a gateway to other services whether it be linked to health or libraries or community space.

It is recognised that the project will work with partners and that all partners will not be in the same place in their business planning process. However, the proposal is to bring to life that “art of the possible” and the Council is the visionary and the driver of the project. The proposal would look at phasing work to allow for incremental managed growth.

This is how we are looking to take forward the One Public Estate project in Leyland. This is getting support from partners including the Clinical Commissioning Group, Lancashire Care and others. Indeed the developments later this year on new services being delivered from the Civic Centre in partnership with the Department of Works and Pensions is such a way of working. What this proposal does is use the same philosophy across the Borough. It places leisure, health and wellbeing as the driver for place shaping.

In addition to the campuses themselves the proposal will look at the opportunity of using the green spaces that already exist in the Borough to provide green linking corridors, (green fingers) linked to the campuses. The Borough has a wealth of high quality open green space and it is extending its offer both in terms of quality (capital investment programme) and quantity (Central Park, Playing pitches). The appendix attached provides a diagrammatic conceptual view of what this could look like. Not only will our parks and open spaces be used in a new way but we will be able to promote our growing number of footpaths, bridleways and

cycleways as health and wellbeing links. In the last twelve months alone the Council has worked on

- footpaths in the Coastal Community work,
- improved bridleways linked to community sports clubs eg Moss Side and Ulmes Walton Bridleway
- St Catherines Park has been developed and enhanced with Phase 2 planned this year
- the planning of the Leyland Loop demo cycleway due to start this year.

We are already shaping this approach. What this proposal does is take it to a different visionary place.

This approach will require us to look at our strategic sites in the Borough and our own land and property in a different focussed way. What the proposal will include is work on how we can use / invest in these to help finance this approach. This ties in the work of the developing Council's Investment strategy.

Another layer to the proposal and a very unique selling point will be to look at how this investment will drive improvements in the Council and the Borough. One of these improvements will be looking at opportunities around housing need and ambition. The borough's housing stock is very good. We have over 46,000 properties most of which are owner occupied. The Preston South Ribble and Lancashire City Deal brings in extra housing and new communities. As part of the proposal, and linked to our Investment strategy we will consider what future role the Council wishes to have in shaping the housing provision. We have information on our Housing market needs, we have projected demographic information, we have the opportunity to look widely at housing and health and wellbeing, whether this be eg extra care, telehealth or houses for key workers. The Council can position itself as a driver for this change within the City Deal programme.

Our work to date in reviewing leisure provision and facilities in the Borough has identified both risk but also opportunity. This combining with the other work detailed provides a critical starting point and bench marks the current position. Drawing together this work and in now seeking solutions which address the need to create a sustainable long term approach to the operation and management of our leisure facilities we will link with health and other partners and take account of other asset and investment priorities for the Council. The balance will be to match this future provision with the sustainability of Council services in the medium term financial strategy. The underlying principles of the proposal are

- Customer first and more integrated and effective service provision
- Improved leisure and health and wellbeing provision across the borough
- Partner engagement/Involvement, ambitious people and economic growth
- Value for money and sustainability through effective resource management
- Homes - delivering a balanced housing market with South Ribble taking the driving role.

## **6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

The Council has recently undertaken a Residents survey. The results are shown below.

<b>Table 9: And, thinking about the different types of services that are provided by South Ribble council, which do you think most need improving?</b>	
	<b>%</b>
Street cleaning	34
<b>Sport and leisure services</b>	<b>21</b>
Waste collection	16
Parks and open spaces	16
Customer service	13
Recycling collection	12
None of the above	31

In the same Residents Survey 62% of the residents surveyed said they were satisfied with sports and leisure facilities in the Borough. This is lower than the national average of 64%.

Our review of leisure facilities has involved a level of stakeholder engagement. In working with South Ribble Leisure Trust in the production of a Sport and Physical Activity Strategy, a wider consultation process is now in progress.

This work, the consultation and supporting information addressing identified local health challenges is being considered in the production of the Sport and Physical Activity Strategy and Action Plan. The Strategy and Action plan will be available in support of a wider programme of activity.

Leisure was discussed at Scrutiny Committee at the February Call for Action meeting and in June. There was a request for a cross party working group.

In June Members received a Learning Hour on all the work that the Council does on Leisure and wellbeing across the borough and information was provided.

The My Neighbourhood plan projects are as a result of consultation in the communities. These plans include a significant amount of local activities around leisure in its widest sense and community spirit and fun with health and wellbeing at their heart.

**7. OTHER OPTIONS CONSIDERED**

7.1 Do Nothing.

Inaction at this point will involve a process of managing decline in our leisure facilities. The facilities have been well managed but are of an age and condition that will require heavy investment to maintain them. The Council has current revenue pressures in its Medium Term Financial Strategy and doing nothing will add to the pressures. The Council has significant land assets which are costly to maintain and other assets which are underutilised and inefficient.

7.2 Investing individually in assets

An alternative to do nothing is to invest individually and in isolation in our assets. This would miss the opportunity to improve customer services by improving services across our land and property assets in a strategic and sustainable way.

## 8. RELEVANT DIRECTORS RECOMMENDATIONS

### The recommendations are

8.1 That a Member Cross Party Working Group is established

8.2 That a further report be presented to Cabinet in November 2017 detailing the findings with recommendations and a resource plan.

## 9. IMPLICATIONS OF RECOMMENDATIONS

Financial implications	x	People and Cultural implications	x
ICT implications	x	Property and Asset Management Implications	x

### Financial implications

The proposal will include a resource plan to support the project going forward. This to feed into the 2018/2019 budget process.

### People and Cultural implications

This proposal provides the opportunity to put Leisure Health and Wellbeing at the centre of an innovative place shaping programme. By putting the customer right at the centre of the proposals there is a real opportunity to shape their engagement with the Council and its communities and provide different customer services in partnership with others.

### ICT implications

At this stage it is not possible to scope ICT implications. However should the proposal go ahead there will be significant IT changes required to Customer gateways at the Leisure health and wellbeing campuses.

### Property and Asset Management implications

25 year life cycle planned maintenance programmes for the existing facilities have been produced and will assist in the development of options and priorities.

Further work will be necessary in considering the opportunity cost of Leisure, Health and Wellbeing campus provision, the role and responsibilities of partner organisations and the broader asset and investment programme of the Council.

## 10. RISK MANAGEMENT

At this stage the proposal itself doesn't carry a risk. However the full risk will be considered in the scoping of the proposal. The risk to doing nothing is to manage a decline of the facilities. The risk of taking this approach if agreed will be our ability to bring along partners. To manage that risk our approach to facility and service provision through a borough wide Campus based approach there will need to be a phased approach to the project. In this way, partners and potential partners at different stages, either strategically or operationally, will be able to engage in the process in a timely manner.

## 11. EQUALITY AND DIVERSITY IMPACT

This proposal has a significant direct contribution to improving health and wellbeing across all our communities, existing and proposed.

## 12. COMMENTS OF THE STATUTORY FINANCE OFFICER

There are no costs identified within this report as a result of accepting the Director's Recommendations within Section 8.0 above. The recommendations do include, however, that the subsequent report and recommendations of this project, will set out a full and detailed financial options appraisal and proposal (over the lifetime of the proposal). If this is accepted and approved, it will be included in the 2018/19 budget setting exercise and the construction of the 2018/19 Medium Term Financial Strategy (MTFS) that will cover the period 2018/19 to 2020/21.

## 13. COMMENTS OF THE MONITORING OFFICER

At this juncture it is difficult to be completely clear about what the legal implications are as the precise scope of the proposals are yet to be fleshed out.

Members are aware that the current arrangements for leisure provision in the borough are governed by some complex contractual arrangements involving Serco and the Leisure Trust. These arrangements are due to come to an end in March 2021. It is imperative that the council decides on how it wants to move forward with leisure provision after that date at the earliest practicable opportunity.

Consideration will need to be given to the governance arrangements for any Member Cross Party Working Group.

## 14. BACKGROUND DOCUMENTS

KKP Draft Leisure Provision Facilities Strategy (January 2013)  
Sport England Facilities Planning Model Report – Provision for Swimming 2014  
Sport England Facilities Planning Model Report – Sports Hall provision 2015  
KKP - Sports Facilities Strategy Update 2015  
KKP - Leisure Sites Appraisal 2015 (in association with Calder Peel Architects and FGP)  
KKP – New Leisure Facility Business Plan 2015  
Lancaster Maloney South Ribble Leisure Facilities Review  
Exploring Co-location in South Ribble Oct 2016

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