

CABINET

WEDNESDAY, 14TH OCTOBER, 2020, 6.00 PM

HYBRID MEETING -

SHIELD ROOM, CIVIC CENTRE, WEST PADDOCK, LEYLAND, PR25
1DH AND VIA MS TEAMS

SUPPLEMENTARY AGENDA

I am now able to enclose, for consideration at the above meeting of the Cabinet, the following information:

- | | |
|---|------------------------|
| <p>9 Proposed Leisure Facilities Strategy for South Ribble</p> <p>Report of the Director of Neighbourhoods and Development.</p> | <p>(Pages 3 - 26)</p> |
| <p>17 Shared Services Phase 1 Service Reviews</p> <p>Please find attached an updated report and consultation feedback (Appendix 2) further to the original report.</p> | <p>(Pages 27 - 36)</p> |

Gary Hall
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Cabinet

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REPORT TO	ON
CABINET	14 th October 2020



TITLE	PORTFOLIO	REPORT OF
South Ribble Leisure Facilities Strategy	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Director of Neighbourhoods and Development

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.	No
Is this report confidential?	No

PURPOSE OF THE REPORT

1. This report brings forward a proposed new Leisure Facilities Strategy for South Ribble outlining a vision for future Leisure Facilities in the borough that are sustainable and fully contribute to the wider aspirations and ambitions of the Council's Corporate Plan notably in the areas of Health and Wellbeing, tackling Health Inequalities and Community Development.

PORTFOLIO RECOMMENDATIONS

2. That Cabinet welcomes and adopts the new South Ribble Leisure Facilities Strategy as set out in Appendix A to this report as a key document that will help deliver a sustainable future for public Leisure Facilities in the Borough.
3. That Officers are requested to bring back to Cabinet and Council further reports outlining in detail how the new Leisure Facilities Strategy will be delivered including future management arrangements for the Leisure Centres.

REASONS FOR THE DECISION

4. South Ribble Borough Council has lacked a Leisure Facilities strategy for some time that sets out a clear vision of what the Leisure Facilities offer will look like in the future. The key decision for Cabinet is to choose whether to adopt the proposed new Leisure Facilities Strategy which will ensure the future sustainability of Leisure Facilities, improve their quality and maximise their contribution to Health and Wellbeing, reducing Health inequalities and building local communities.

CORPORATE OUTCOMES

5. The report relates to the following corporate priorities:

Excellence, Investment and Financial Sustainability	x
Health, Wellbeing and Safety	x
Place, Homes and Environment	x

Projects relating to People in the Corporate Plan:

Our People and Communities	x
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BACKGROUND TO THE REPORT

6. The issue of the future of the Council's Leisure Centres has been one of some debate over several years as has the question as to the future management of our Leisure centres going forward. The background to both issues was highlighted in the Council report submitted to full Council in September 2019. This report can be accessed as a background paper to this report.
7. A key gap identified by the Council report last September was the lack of a Leisure Facilities Strategy for the Borough.
8. To develop a new Leisure Facilities Strategy, Consultants FMG were appointed to work with the Council on preparing a long-term Leisure Facilities Strategy for the Council (See appendix A). This piece of work has considered the current Leisure Centres and the potential building of a new Leisure Centre as part of a sustainable Leisure Facility mix for the future.
9. As part of the commission FMG were also tasked with developing potential options for the future Management of South Ribble Leisure Centre. This forms part of the Leisure Strategy attached to this report.

10. It is worth noting that the new Leisure Facilities Strategy has been done against the backdrop of Covid 19.
11. The new Leisure Facilities Strategy takes account of this and recognises that recovery from Covid 19 will have significant impact on the future Leisure Facilities offer.

PROPOSALS

12. Attached to this report is a proposed new Leisure Facilities strategy for consideration by Cabinet and ultimately the Council as a whole.
13. The strategy sets out in detail how it has been developed using up to date demand modelling and facility planning data obtained from Sport England and looking closely at the whole picture of Leisure Facilities in South Ribble and their sustainability.
14. In painting a vision as to the way forward for Leisure Facilities in South Ribble the Strategy has based its Vision and ambitions on a key set of principles:

The ambition to develop a new Leisure Facility in the Leyland area that provides a new Hub for Leisure in the borough

The Development of a Playing Pitch Hub at Bamber Bridge Leisure Centre on the back of the Playing fields strategy produced in 2019 and now used as planning guidance

The development of a racquet sports centre of excellence and community activity at the current Tennis Centre in South Ribble

The development of the concept of Leisure Local which is about increasing community access and activity at all sport facilities across the Borough including Schools, community centres, local community sports clubs and the promotion of physical activity outside through the Council's Green links network and local Parks

15. Leisure local is a key component of the Strategy and is a reminder that whilst 'built leisure facilities' are an important part of the jigsaw they are only part of the local provision and a holistic multi-agency approach is required to improve physical activity levels in the Borough helping to improve health and wellbeing across the Borough.
16. Leisure local is about developing pathways into a more active lifestyle (not just sport) and related activities working closely with local sports clubs, schools, and community groups contributing to the Council's new Corporate strategy, collaborating with partners (including the local 'Better Together Partnership') to improve levels of physical activity within in all communities across the Borough both inside and outside built facilities
17. Leisure local will involve working in partnership with residents, community groups, voluntary organisations, education and schools to deliver and enable new

physical activity, sessions, develop volunteers with an aim of widening access and use of local indoor and outdoor leisure infrastructure.

- 18.** Leisure local will involve developing local sport and physical activity hubs across the Borough offering activity relating to the following programmes and facilities.
- Public Health and Wellbeing Programmes
 - Adult Social Care and Mental Health & Disability Programmes
 - Sport Clubs and Associations
 - Community Centres as physical activity hubs
 - Educational / Dual Use Leisure Sites
 - Parks and Outdoor physical activity hubs including the Green links network
 - Indoor Council owned Built Leisure Facilities
- 19.** The term 'sport' can be a turn off for many. Therefore, this strategy will look to harness the positive power that 'sport' and 'physical activity' can have for some, whilst helping to break down barriers for those who are inactive, to position an active lifestyle as seen as a social norm.
- 20.** Developing the concept of Leisure local has a good foundation in the boroughs, with our current sport and leisure facilities attracting over 750,000 visits each year. Our swimming pools and sports hall well used and performing well when compared to national benchmarks with all three of our swimming pools producing income of over £1000 per m2.
- 21.** The new leisure local approach will build on existing participation levels developing a high-quality sport and leisure offer across the borough working with schools, clubs and the voluntary sector focusing on access to all. Particular emphasis will be given to using resources imaginatively going forward supporting communities to develop their own health and wellbeing opportunities to local residents and helping communities to reduce the health inequalities that affect areas of our borough'
- 22.** The attached proposed Leisure Facilities Strategy goes into the detail behind these principles and provides a rationale as to how they were developed. There has also been considerable further work carried out as to how the proposed Leisure Facilities Strategy could be implemented. Future delivery plans will be brought to future Cabinets once the Strategy has been adopted by the Council and a commitment is made to develop the new Leisure Centre which underpins the delivery of the Strategy in line with the principles outlined above.
- 23.** The proposed Leisure Facilities Strategy also considers the future management of the Leisure Centres with an emphasis on an in-house Trading Company within South Ribble benchmarked against the retendering of Leisure Centre management on the open market. Further reports will be brought back to Cabinet with a recommended direction of travel for future Leisure management

24. The rationale behind the new Leisure Facilities Strategy and proposals for the future management of Leisure Centres is about securing a long-term sustainable solution for Leisure Facilities in South Ribble. It is clearly a complex and high cost area for the Council which needs careful consideration as to deciding a way forward. Further reports will need to be brought back to Cabinet to approve how the Strategy can be delivered.
25. Procurement will play a part in delivering the proposals outlined in the Leisure Facilities strategy. Officers will work closely with Legal services and Procurement to ensure that any work undertaken follows the procurement rules laid down by the Council

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

26. Back in 2019 Extensive consultation was carried out across the South Ribble Borough as part of a wider Green links consultation. The consultation took the form of face to face workshops, planning for real workshops and a virtual consultation exercise. Well over 500 residents took part in the various forms of consultation. The consultation report can be seen as part of the background papers to this report. In addition, we have worked with the new Sport England facility planning model (FPM) which scientifically analyses the demand for Leisure facilities in a particular area against particular facility models.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

27. The Council could choose not to have a Leisure Facilities Strategy in place, but this would make progress in developing Leisure Facilities in the Borough very difficult going forward as has been shown in recent years.

AIR QUALITY IMPLICATIONS

28. There are no Air Quality implications with this report

RISK MANAGEMENT

29. The Ambitions identified within the proposed Leisure Facilities Strategy bring with them risks. As each project is brought back to Cabinet for consideration, risk management will be taken into account

EQUALITY AND DIVERSITY IMPACT

30. A full EIA will be part of the roll out of both the new Leisure Facilities Strategy and the implementing of the chosen management option for the Leisure Centres going forward.

COMMENTS OF THE STATUTORY FINANCE OFFICER

31. The Ambitions identified in the proposed Leisure Facilities Strategy will all have significant financial implications. As each project is developed finance will work

closely with colleagues in ensuring that what is planned is financially sustainable and affordable for the Council's revenue and capital budget.

COMMENTS OF THE MONITORING OFFICER

- 32.** In the main this is a high-level report that is seeking approval for the way to proceed. Further reports will need to be brought back containing more detailed information once further work has been carried out. Ultimately certain aspects of these proposals may need to go to Full Council for decision.
- 33.** Legal Services will be involved in exploring the option of an In-House Trading Company if members decide that this is an option worth exploring. The Legal Team will also have to be instructed in respect of any procurement/contractual matters that arise.

BACKGROUND DOCUMENTS

The Council report on Leisure Services September 2019.
The Green links consultation report

APPENDICES

Appendix A: Proposed South Ribble Leisure Facilities Strategy

LT Member's Name
Assistant Director Projects and Development
Director of Neighbourhoods and Development

Report Author:	Telephone:	Date:
Neil Anderson, Catherine Southworth (Assistant Director of Projects and Development, Leisure and Projects Manager)	01772 625540	16 th September 2020



SOUTH RIBBLE

BOROUGH COUNCIL

**More People
More Active**

2020 2030



Cllr Mick Titherington
Deputy Leader of the Council

‘More People More Active in South Ribble’

Welcome to South Ribble Borough Council’s Leisure and Sport Facility Strategy 2020 - 2030

I am delighted to introduce South Ribble Borough Council’s first long term Leisure Facilities strategy.

South Ribble Borough Council is dedicated to improving the health and wellbeing of our residents. It is at the heart of everything we do. Regular exercise, along with other factors contribute to a healthier and longer life. It is against that background that our strategy has been developed.

Our vision is to provide Leisure facilities and amenities that allow easy access to activity for all. Our ambition includes building a new Leisure Centre that acts as a sporting and physical activity hub for the area, developing a playing pitch hub, with two new 3G pitches at Bamber Bridge Leisure Centre and the creation of a hub for rackets sports at our Tennis Centre. Of equal importance, is the adoption of a concept of ‘Leisure Local’. This is about promoting and running community sports and activity programmes at local schools, community centres and sports clubs across the borough promoting access for all.

We recognise that organised sport and fitness is not for everyone. Cycling, walking, exploring our parks and open spaces are also very important to our residents. We will connect our facilities to our developing Green Links network of cycle and pedestrian walk ways and paths.

This strategy is about increasing access for all, encouraging physical and cultural activity within every community across South Ribble, tackling health inequalities and enhancing the quality of life of our residents.

I hope you are as excited as we are with our new Leisure Facilities strategy and we look forward to turning it into a reality.

Thank you

Cllr Mick Titherington

Deputy Leader of the Council

Portfolio Holder for health and wellbeing

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MORE PEOPLE MORE ACTIVE IN SOUTH RIBBLE

The Sport and Leisure Facility Strategy sets a long-term vision for the Council:

To create a more physically active borough driving improved participation opportunities in sport and physical activity with our partners, improving the health and wellbeing of all residents and reducing health inequalities.



THE STRATEGY HAS BEEN DEVELOPED TO:

- Show the current and future leisure facility supply and demand identifying key issues and gaps in provision.
- Realise, through a series of long-term objectives over the next ten years, key priorities for action and delivery which will have long term benefits for residents and visitors promoting health and wellbeing and tackling health inequalities.
- Support working more collaboratively on a local and regional basis, linking to local plans.

The strategy provides a strategic assessment of need for Sports and Leisure provision across the borough now, and in the future, considering:

- The Council's vision to develop its sports and leisure provision across the borough
- The views of local people on local sport and leisure provision
- National and Local Strategies related to health and wellbeing
- Social and Economic characteristics of the borough
- Performance of the current services with opportunities for improvement.

Value for Money

The strategy is designed to meet ; the needs, expectations and aspirations of our resident's whilst also achieving value for money.

Collaboration and Partnership

We believe this strategy sets clear ambitions for strong, sustainable, and joined-up service provision. At its core is a staged approach on a long-term collaborative journey with committed partners, targeting development work to ensure a sustainable future for lifelong participation in Sport, Leisure and Physical Activity.

We welcome any organisation who would like to contribute towards achieving the ambitions and objectives set out in this strategy and are encouraged to utilise the strategy for their own use so we may all improve the health and happiness of people who live, work and visit the borough.

We want everyone in South Ribble regardless of their age, background or level of ability to feel able to take part in sport and physical activity



South Ribble as a place

- 110,000 people live in the borough which is projected to grow to 113,000 over the next 15 years
- There is a high proportion of people aged over 65 years old
- The borough's general health is reasonably positive compared to national averages
- Key prevalent health conditions in the borough include high blood pressure, depression, obesity, diabetes, asthma, and smoking.
- Life expectancy in the borough is slightly higher than the national averages for men and women.
- The number of people with a car / van is above average, meaning a larger proportion of the population can travel to facilities.
- From a boroughwide perspective whilst there are more people living in the least deprived neighbourhoods in England than the most deprived there is about 4% of our population in the most deprived 10% in England.
- Unemployment in the borough is below national average.

The strategy outlines what we plan to do to build a more active community, because we believe that being physically active enriches lives, builds stronger communities and will create a healthier and happier borough

How Active are we?

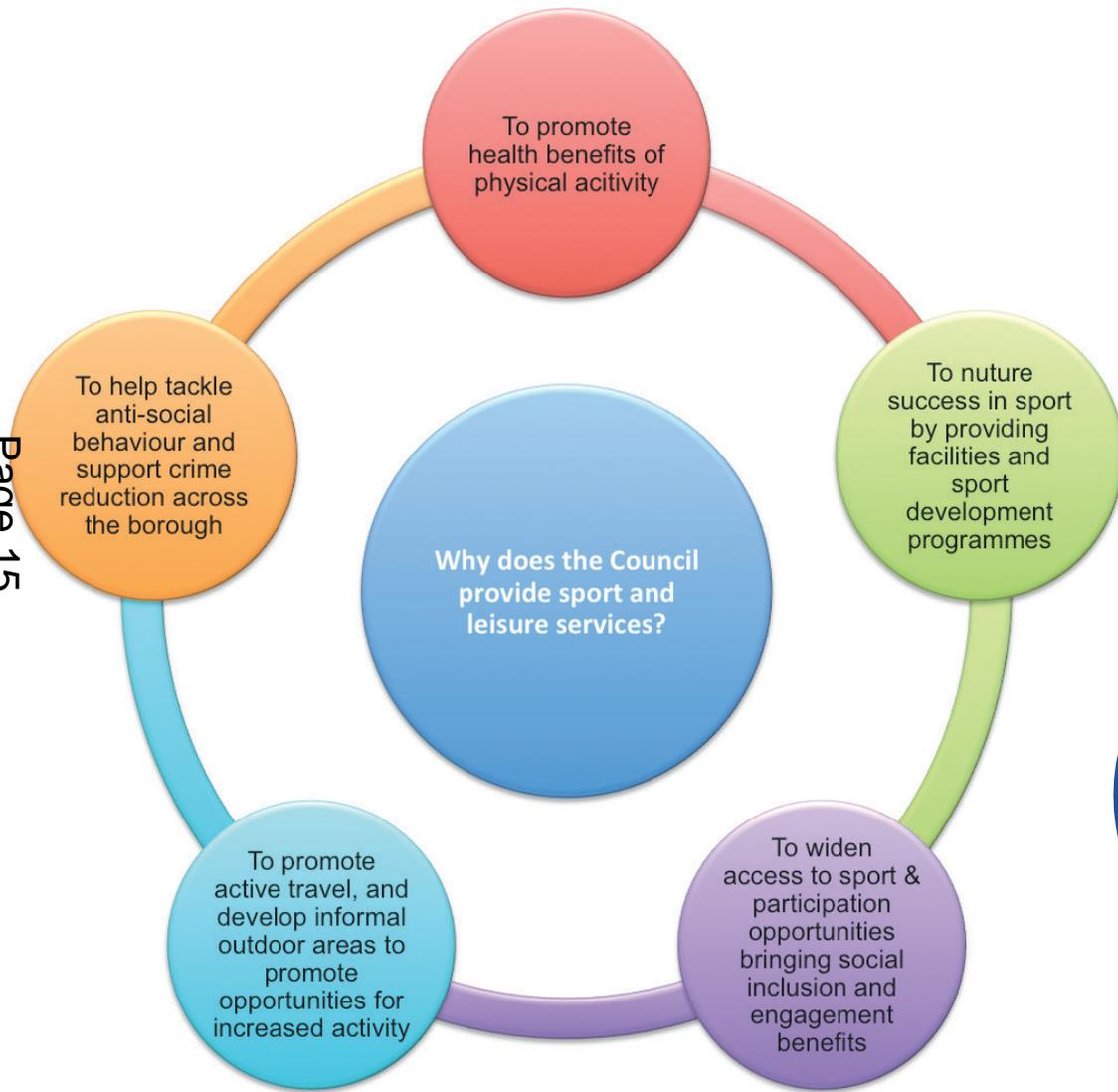
- The number of people active (150 minutes per week) in the borough is below national average.
- Cycling, walking, going to the gym and swimming are our most popular activities, however, only cycling and fitness activities are above both the national and regional averages in terms of participation.



Local and National Context

Why does the Council provide Sport and Leisure services?

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LOCAL CONTEXT

Current service and operating environment

Since 2005 our four main leisure centres have been operated by an outsourced Leisure Trust via SERCO on behalf of the Council.

Existing sport and leisure facilities owned by the Council are:

SOUTH RIBBLE



The Council recognises that it faces some significant challenges in terms of its current building assets with ageing stock that will require c£27m of investment over the next 15 to 20 years for the facilities to remain open.

The Council also recognise that to have a strong influence on activity levels, which impacts on health and wellbeing of residents and tackles health inequality, investment in a new facility for the borough is required.

Within the context of the current Pandemic, this highlights the importance of ensuring that services remain accessible to all parts of the community, with targeted interventions.

Performance

The Council's four leisure facilities are very popular attracting over 750,000 visits per year.

Comparing our financial performance with other local authority leisure centres:

Swimming Pools – our pools perform reasonably well and achieve £1000m² against a national performance range of £750m² to £1500m²

Fitness Gyms – our gyms perform below the performance range of £7500 to £10,000 per exercise station at £4000. This suggests a combination of increased competition and the age of facilities with investment need to improve performance going forward.

Penwortham Leisure Centre has experienced a year on year decline in use and income over the past three years.

Sports Halls perform above the performance range of £15,000 per badminton court and the Tennis Centre performs above the 'Mean' National CITC benchmarking level at £60,000 per court.

Overall, the benchmarking suggests reasonable performance of the sites given their age and condition, with Penwortham performing worse than Leyland and Bamber Bridge.

Our leisure facilities are very popular attracting over 750,000 visits per year.

National and Local Strategic Alignment

The diagram below demonstrates how national and our local strategies align with cross cutting enablers that support performance improvement.

Government	Physical Wellbeing	Mental Wellbeing	Individual Development	Social & Community Development	Economic Development
Sport England	Inactive people becoming more active More resilient habits	More positive attitudes towards young people More diverse volunteers	Improved progression and inclusion to develop talent Demand led sector that welcomes all	Improved Governance Improved financial efficiency	Increased diversity and leadership A diverse and productive workforce
South Ribble Strategy Vision 2020/23	A healthy and happy community, flourishing together in a safer and fairer borough, that is led by a council recognised for being innovative, financially sustainable and accountable				
South Ribble Strategic Priorities	An exemplary council that works for everyone		Thriving communities	A fair local economy	Good homes, green spaces and healthy places
Sport and Leisure Strategy Vision	More People More Active in South Ribble				
Leisure Service Contribution	<ul style="list-style-type: none"> Partnership working with local clubs and schools Active Community outreach in deprived wards. Outreach activities in deprived wards and neighbourhoods Live sport and cultural events Disability staff training expanded exercise on referral scheme Weight management programme Cardiac rehab scheme Targeted dementia programmes Wider range of family-oriented facilities and programmes driven by local need Post-referral programmes Inclusive open days 		<ul style="list-style-type: none"> Healthy eating menus & vending options Targeted programmes for disabled, older people and those with limiting conditions Activities for carers and the cared-for Falls prevention classes Free access for Care Leavers Volunteer placements Apprenticeship programme Work experience programme Activities and offers targeted at young people Health in the workplace scheme Reducing CO2 across all centres 		

CONSULTATION

The views of local people expressed through the Council's 'Residents Survey 2020', 'Green Links Consultation 2019', local stakeholders, sports clubs, national governing bodies of sport, and voluntary associations.

Key messages

Resident Survey

53% of residents said they were most satisfied with sport and leisure services with 45% stating they were satisfied with activities for teenagers and 29% check stating they were satisfied with parks and open spaces.

Green Links Consultation

Co-location - partners are keen to integrate health and community facilities into new developments and work on engaging communities with us.

Volunteering - partner organisations are able to offer training and support

Local Stakeholders, Sports Clubs and Associations

The Council should focus on delivering outcomes such as reducing health inequalities, and improvements in physical and mental health

There are opportunities for better collaborative working.

Locations and venues where residents can participate should include leisure centres, open spaces, and outdoor environment.



SUPPLY AND DEMAND

An analysis of current and future (20 years) supply and demand for the borough has been undertaken focussing on swimming pools, sports halls, health and fitness suites, indoor tennis courts, artificial grass pitches (AGP), and squash courts.

The key findings are:

SWIMMING POOLS

The average age of the public leisure centre swimming pool sites in 2020 is 39 years

The current supply of swimming pools in the borough exceeds demand, however any closure or loss of a facility will result in a shortage when considering future demand. A new swimming pool of 25m x 17m (8 lanes) will be considered as part of a new facility as part of a review of swimming provision across the borough.



SPORTS HALLS

Supply exceeds demand by 6 courts and most of the demand can be met in the borough.

Education sport halls sites have a lower used capacity than the public leisure centres.

HEALTH AND FITNESS

Over 60% of the fitness stations are owned and operated by the private sector, which is a 7% increase compared to 2015.

There are sufficient facilities available across the borough to meet current demand however there is evidence to suggest the need for investment in Council provision as use and income has declined in recent years.

There is a need to consider the size and scale of fitness provision to meet demand.

INDOOR TENNIS

The borough's Tennis Centre is a well located and popular centre.

The Centre is a recognised venue for higher level tournaments, especially for wheelchair tennis.

There are no requirements for additional indoor tennis court space.

Maintenance of the courts at South Ribble Tennis & Fitness Centre is essential as the only facility in the borough

There is an opportunity to create a specialist rackets hub at the centre which could include tennis, short tennis, squash, badminton, and table tennis.

WHAT THIS MEANS FOR SOUTH RIBBLE

Delivery of Sport and Physical Activity does not sit in isolation with one provider, but a coordinated approach is needed.

- Explore how the education sector can link better with the Sport and Physical Activity agenda. Widening opportunities for community use, working with clubs to develop pathways, introducing young people to 'activity' to complement their sports offer.
- Raising awareness of opportunities to the wider public is needed and should be part of a more coordinated approach.
- Integrating health and physical activity through co-location, hubs, or campus approaches.
- Key target groups: vulnerable communities, young people and families, older people (active aging), disabled
- Recruiting and retaining coaches and volunteers is crucial to the development and growth of clubs.

*Leisure Local
People are looking for
activity which takes place
within their local area.*

ARTIFICIAL GRASS PITCHES

- There are five full size 3G AGPs in South Ribble, with one full size sand-based pitch. There are 12 pitches in total when including small sided facilities.
- The local football facility plan ('LFFP') supported by the Council's playing pitch strategy ('PPS') shows that there is significant demand for artificial grass pitches in the area with a need for an additional two full size pitches in the future.
- The LFFP recommends developing a new hub site with 2 x 11v11 3G AGP's, grass pitches, clubhouse, and possible indoor facility as a priority project. This supports the strategic facility option of building a Playing pitch Hub at Bamber Bridge Leisure Centre and developing a sport, health, and wellbeing hub.
- In addition, the LFFP has identified the need for a 9v9 at Lostock Academy and refurbishment of Penwortham Leisure Centre.
- Consideration of the replacement of Brownedge St Mary's RC High School & Sports College may be required in the medium term.



SQUASH

- There are still 6 courts in South Ribble, and no refurbishment has occurred. This is over provision.
- The facilities are not solely utilised for squash.
- There is an opportunity to provide a specialist rackets hub at the South Ribble Tennis Centre centralising squash provision in the borough.



Future Need - What does this mean for South Ribble?

Supply and demand assessment undertaken suggests that building a new Leisure Centre in the borough will require a review of Leisure Services across the borough.

There is an opportunity to develop a Leisure Local 'Community Hub' for football at Bamber Bridge, and a racket hub at the Tennis Centre with potential addition of squash courts.

The Council will work with schools colleges, sports clubs and community centres to increase the availability of community use and where possible align key clubs across the borough to local schools and facilities.

The Council will undertake an options appraisal for a new community hub in Penwortham at the Vernon Carus site, and include in this study the potential replacement of health and wellbeing services at the Penwortham Leisure Centre.

Our Ambition

MORE PEOPLE MORE ACTIVE

To create a more active borough as a result of our shared commitment to deliver improved participation opportunities in sport and physical activity with our partners, improving the health and wellbeing of all residents, reducing health inequalities that affect deprived areas of the borough.

Our Objectives

1. Connect promotion of sport and physical activity with increasing health and wellbeing and reducing health in-equalities across the borough
2. The ambition to build a state of art new sport and leisure centre
3. To develop a playing pitch hub at Bamber Bridge Leisure Centre
4. To develop a racket sports hub at South Ribble Tennis Centre
5. To develop a Leisure Local model of operation in targeted areas where traditional sport and leisure centres are not located
6. To review leisure provision across the borough
7. To deliver industry leading service quality, operational efficiency, and effectiveness
8. To deliver industry leading usage and retention
9. To deliver high levels of user and employee satisfaction
To reduce our carbon footprint in line with the Council's ambition to be Carbon Neutral.



We will continue to encourage active lifestyles by increasing participation through investment and better partnership working



3. Work locally with residents, community groups and education and schools to deliver new sessions, develop volunteers and enhance a broader local use of the facilities.

4. Market and promote services in appropriate, imaginative ways under a new Leisure Local branding.

Bringing People Together

The diagram below shows our future approach to 'Leisure Local' based on bringing people together through a coordination of neighbourhood, borough locality, health, and community facilities in traditional and non-traditional community locations.

LEISURE LOCAL

A review of the Council's sport and health development work has identified some areas for development including where there are current gaps in provision or opportunities to increase physical activity and participation.

The importance of collaboration, developing partnerships and engagement at both a local and national level is a high priority for local and national partners.

Leisure Local - going forward we will ...

1. Develop pathways into a more active lifestyle and related activities working closely with local sports clubs, schools, and community groups contributing to the Council's objectives around, Community wealth building, health and wellbeing and reducing health inequalities

2. Collaborate with partners (including the South Ribble Partnership) to reach all communities to increase access into Sport and Physical activity through using leisure and community facilities along side accessing our Green Links network, local parks and the natural environment.



Investment

Tackling health inequalities and promoting health and wellbeing requires investment and we are committed to providing this for indoor and outdoor community leisure facilities, funding Leisure Local projects and initiatives supported by the Council's sport and physical activity development team.

Delivery

The Council currently adopts a mixed model of delivery, directly delivering the Sports and Physical Activity Development service, and outsourcing its main leisure facilities to South Ribble Community Leisure Trust through an operating contract with Serco Leisure.

Going forward the Council will determine the best delivery solution for its services including exploring greater direct delivery of services e.g. developing a local authority trading company giving greater control to the Council in driving forward increases in Sport and Physical activity to all communities This will be benchmarked against outsourcing leisure management to an external operator.

The Council will also develop its enabling role, supporting community groups and social enterprises to gain the skills and competencies to be able to retain and deliver services locally themselves.



Monitoring our Progress

It is important that people can see what progress the Council is making against this strategy and hold us properly to account.

We recognise that to maintain and improve opportunities for local residents, it is important to monitor our performance and manage the overall delivery of the strategy key actions.

To monitor performance, a set of specific indicators will be developed. The indicators and targets will need to be agreed with key partners and set in accordance with some of the additional research planned (mapping and auditing), ensuring targets take account of baseline (current position) and ensuring they can be realistically achieved.

The monitoring of the strategy will take place using the council's corporate performance management framework. Once developed, the indicators and actions will be included as part of the delivery plan for sport and leisure.

An annual strategy review report will be produced to outline overall progress and key changes to agreed actions.

Enablers to support delivery of our strategy

- A. Active Environments:** recognising that the natural and built environment are fundamental enablers or barriers to people leading a more active lifestyle.
- B. Governance, Leadership and Advocacy:** will be fundamental to driving change, focussing on key priorities, and ensuring we collaborate effectively across organisations.
- C. Marketing and Communications:** Having a plan of regularly engaging our communities. Understanding that what and how we communicate will be key to influencing attitudes and behaviours towards being more active.
- D. Workforce development:** people are key, from leadership through to the front-line workforce and volunteers. We need a more diverse workforce reflective of the communities we work with that ensures there is a great customer experience.
- E. Local insight, understanding and learning:** Making informed decisions underpinned by an understanding of people, and effective evaluation of what works and why.
- F. Sector sustainability and funding:** maximising the use of available resources and supporting the sector to be more sustainable.





Contact:

South Ribble Borough Council
Gateway Customer Services Team

(Go to southribble.gov.uk/content/contact-council for more)

Telephone: 01772 625 625

E-mail: info@southribble.gov.uk

 @mysouthribble

 @southribblebc

More People
More Active

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