
Draft Leisure Strategy

Committee considering report:	Executive
Date of Committee:	24 March 2022
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	02 March 2022
Report Author:	Jude Thomas
Forward Plan Ref:	EX3888

1 Purpose of the Report

To introduce the final Leisure Strategy for approval and detail the process which has been undertaken in its development.

2 Recommendation

That the Executive approves the new Leisure Strategy.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	<p>Adoption of the Strategy has no direct financial implications. Financial implications for capital expenditure will be addressed through funding bids for projects that fall from the Delivery Plan and those detailed in the Medium Term Financial Strategy (see below). Revenue expenditure will be covered through the new leisure centre contract and revenue budgets from relevant services e.g. Environment, Public Health and Wellbeing.</p> <p>A summary of the capital funding allocations against the delivery of the new leisure strategy, and agreed by Council, include:</p> <ul style="list-style-type: none">• Redevelopment of the Lido - £4,900,000• Playing Pitch Strategy - £5,556,000• Northcroft Redevelopment - £4,500,000 plus preliminary works - £151,000

	<ul style="list-style-type: none"> • Refurbishment of Kennet Leisure Centre - £200,000 • Leisure Centre Compliance and Modernisation - £825,010 • Henwick Worthy Sports Facility - £175,000 • Hungerford Leisure Centre Modular Exercise Studio - £140,000 • Feasibility Studies for Options to deliver the Leisure Strategy - £245,000 			
Human Resource:	Development of the Delivery Plan will require resourcing.			
Legal:	Any projects arising as a result of this strategy would need to be procured and implemented in accordance with the Constitution and regulatory requirements.			
Risk Management:	Risks associated with the implementation of the new strategy will be overseen by the Culture and Leisure Programme Board			
Property:	The Strategy identifies high level issues relating to the Council's leisure assets. Any potential changes will be subject to individual business cases.			
Policy:	<p>The Leisure Strategy is one of a number of strategies which will contribute to fulfilling the aspirations set out in the West Berkshire 2036 Vision, which itself is a key component of the council's policy making in the years to 2036.</p> <p>It expected that a separate physical activity strategy is developed across Berkshire West which will cover a broader whole systems approach to increasing levels of physical activity across the district and beyond.</p> <p>In reviewing this strategy, the links and alignment with other council strategies have been explored, including the Cultural Heritage strategy and it is expected that these will be increasingly aligned as the Delivery Plan is developed.</p>			
	Positive	Neutral	Negative	Commentary

Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			The Leisure Strategy has a strong emphasis on reducing health inequalities, especially for groups with protected characteristics.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			The Leisure Strategy has a strong emphasis on reducing health inequalities, especially for groups with protected characteristics.
Environmental Impact:	X			This Strategy explicitly states, as an objective, that it will ensure that the recommendations of the Environment Strategy that relate to activity, are supported and adopted. This will be addressed through the Delivery Plan. Specific projects will be delivered in consultation the Environment service to ensure that the most energy efficient solutions are utilised including solar panels, air source heat pumps etc. where viable.
Health Impact:	X			This Strategy is focused on improving the Health and Wellbeing outcomes for people within the District by increasing their levels of participation in active Leisure
ICT Impact:		X		
Digital Services Impact:		X		It is expected that digital solutions will be used to support the delivery of some aspects of the Strategy

Council Strategy Priorities:	X			<p>This Strategy will contribute to the following Council priorities:</p> <ul style="list-style-type: none"> • Improve the Health & Wellbeing of our residents by increasing participation in active leisure. • Improve mental health and wellbeing by increasing participation in active leisure • Enhance the arts, culture and leisure offering by developing a diverse leisure offering • Minimise the impact on the environment when delivering our services by ensuring that the recommendations of the Environment Strategy that relate to activity, are supported and adopted. • Expand our work with partner organisations and communities to improve services for local residents and to tackle inequalities further developing partnerships with an emphasis on actively encouraging volunteering.
Core Business:	X			Successful implementation of the Strategy should increase utilisation of facilities, with the potential to increase revenue.
Data Impact:		X		

Consultation and Engagement:	<p>In writing the original draft of the Leisure Strategy, an online survey, targeted engagement sessions with town councils, and additional discussions with key interest groups took place. The draft was also consulted on and this feedback incorporated into the latest draft which has been the subject of this review.</p> <p>In reviewing the original draft, an additional online survey to understand the leisure priorities of people within the District was undertaken. This was complemented by workshop sessions undertaken by Get Berkshire Active, on our behalf, to understand the priorities of 'seldom heard' groups.</p>
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4 Executive Summary

- 4.1 The importance of leisure activity, in supporting the health and wellbeing of the population, has become increasingly evident throughout the Covid-19 pandemic.
- 4.2 The type of leisure activities undertaken throughout the pandemic, and particularly in times of lockdown, changed as traditional opportunities were unavailable while facilities were closed. Leisure activity diversified into both online 'at home' activity and greater informal use of outdoor space.
- 4.3 It is, therefore, timely that, in developing a new Leisure Strategy, the Council has been able to undertake further detailed engagement with the community to understand the current leisure priorities, and barriers to participation, and to reflect these changes in the Strategy. The first draft of the Leisure Strategy, which was consulted on with the public in late 2020, has been reviewed and additional engagement has been undertaken to ensure that conclusions are evidenced and the leisure priorities are clearly understood. This additional engagement was complemented by workshop sessions undertaken by Get Berkshire Active, on our behalf, to understand the priorities of 'seldom heard' groups which research shows are less likely to engage in leisure activities.
- 4.4 The Leisure Strategy includes an appendix document which covers a summary of the relevant data, the Get Berkshire Active consultation report and the Facilities Planning Model summary.
- 4.5 In reviewing the first draft of the Leisure Strategy, the initial recommendations have been tested and, as a result, have been developed to reflect the findings of the additional engagement exercises and data analysis.

5 Supporting Information

Introduction

- 5.1 Following the initial consultation on the draft Leisure Strategy in late 2020, further work has been undertaken to update and refine the strategy and it is presented for endorsement by the Executive.

Background

- 5.2 The Covid-19 pandemic has impacted significantly on both the physical and mental health of the population and the importance of good health and wellbeing is increasingly clear. The role of leisure activity in promoting and supporting good health and wellbeing has also become increasingly clear.
- 5.3 It is, therefore, timely that the Leisure strategy that we previously consulted on, has been reviewed and, in so doing, the priorities for, and barriers to, participation in leisure activity have been explored to ensure that they are clearly understood and current. The types of activity undertaken in the last two years, and particularly in times of lockdown, have changed with greater appreciation and utilisation of outdoor space and an increase in less formal forms of leisure.
- 5.4 As part of the review process, an engagement exercise, 'What's Your Leisure?' was undertaken with a focus on understanding the leisure activities that were already undertaken within the District, activities that people were keen to engage in, but were not currently doing so, and the barriers that existed.
- 5.5 During the course of the exercise, response levels, and the demographics of those responding, were monitored and action was taken to maximise coverage and engagement. The Council also worked with Get Berkshire Active to undertake more detailed engagement with 'seldom heard' groups, and a series of seven workshops took place.
- 5.6 Detailed analysis of Leisure Centre activity data and customer satisfaction data was also carried out. Other sources relevant to West Berkshire, such as Office of National Statistics (ONS) and Sport England data were assessed, including the conclusions of a Facilities Planning Model (FPM) exercise that was undertaken within the District.
- 5.7 The feedback from this additional engagement and data analysis was used to inform the development of the Strategy, particularly in understanding what is meant by 'leisure activity' to the people of West Berkshire.
- 5.8 The evidence base has been expanded, and is supported by the links to wider external analysis, within the document. An appendix document summarising the data which has specifically informed the Strategy is provided.
- 5.9 The recommendations have been tested and further developed to reflect the findings of the additional engagement exercises and data analysis and, as a result, the aims of the Strategy are:
1. Increase participation for all, with an emphasis on those less physically active, and maintain improved activity levels throughout lives;
 2. Facilitate access to a network of modern and sustainable indoor sports and leisure facilities;
 3. Improve the quality, accessibility and awareness of outdoor sports facilities and play areas;

4. Measurably enhance access to, and utilisation of greenspace and bluespace, through improving accessibility to open water, waterways, parks, commons and Public Rights of Way;
5. Further develop partnerships (with town and parish councils, sport governing bodies, health organisations and the voluntary sector), with an emphasis on actively encouraging volunteering.

5.10 The evidence for these is laid out in Section 5 – Case for Change, and under these aims sit more detailed objectives, as detailed in Section 6 which, in turn, will provide the basis of the more detailed Delivery Plan.

5.11 A detailed Delivery Plan will be developed on adoption of the Strategy. Work on this is already underway and should be completed by Autumn 2022.

5.12 Alignment with the Cultural Heritage Strategy will be developed through the Delivery Plan.

5.13 The role of the Council in the provision of affordable accessible leisure facilities remains fundamental to the Leisure opportunities of the people of West Berkshire and this is analysed within the appendices.

5.14 Investment in leisure facilities is a key component of the value of the Leisure Management Contract in that the better the facilities, the more attractive they are, the more use they get and the greater the impact to the health and wellbeing of the District. This Strategy will, therefore, inform the new Leisure Management Contract.

Proposals

5.15 The Executive endorses the new Leisure Strategy

6 Other options considered

6.1 At the outset, consideration was given to a broader definition of leisure, beyond physical activity but it felt this was addressed by other strategies such as the Cultural Heritage Strategy.

6.2 The production of a broader Physical Activity Strategy, including journey to work/school and school curriculum was also considered but it was felt that this perspective was more appropriately covered at a Berkshire West level through a systems analysis of physical activity, which is currently underway and is anticipated to be completed in early 2023.

7 Conclusion

7.1 The Executive is asked to endorse the new Leisure Strategy.

8 Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Draft Leisure Strategy

8.3 Appendix C – Draft Leisure Strategy Appendix document

Subject to Call-In:

Yes: ☐ No: ☒

The item is due to be referred to Council for final approval ☐

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position ☐

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months ☒

Item is Urgent Key Decision ☐

Report is to note only ☐

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Document Control

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Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A

Equality Impact Assessment (EqIA) - Stage One

What is the proposed decision that you are asking the Executive to make:	To endorse the Leisure Strategy
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council's priorities for improvement? <ul style="list-style-type: none"> • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships 	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Name of Budget Holder:	Matt Pearce
Name of Service/Directorate:	Communities & Wellbeing
Name of assessor:	Jude Thomas
Date of assessment:	15/02/2022
Version and release date (if applicable):	NA

Is this a ?		Is this policy, strategy, function or service ...?	
Policy	Yes <input type="checkbox"/> No <input type="checkbox"/>	New or proposed	Yes <input type="checkbox"/> No <input type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input type="checkbox"/>		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To have an approved strategy to define 'Leisure', and communicate a vision through to 2032.

Objectives:	To co-ordinate a range of projects designed to deliver the vision.
Outcomes:	This document in and of itself will not facilitate outcomes as it is strategic and aspirational in its focus. A resultant delivery plan will fulfil this purpose.
Benefits:	This document in and of itself will not facilitate benefits as it is strategic and aspirational in its focus. A resultant delivery plan will fulfil this purpose.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?

Group Affected	What might be the effect?	Information to support this
Age	None	
Disability	None	
Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments:		

(3) Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
(4) Identify next steps as appropriate:	

EqlA Stage 2 required	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Owner of EqlA Stage Two:	
Timescale for EqlA Stage Two:	

Name: **Jude Thomas**

Date: 14/02/2022