



WEST OXFORDSHIRE  
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and Date of Committee	EXECUTIVE – 12 JULY 2023
Subject	LEISURE – STRATEGIC OUTCOMES PLANNING MODEL (DISTRICTWIDE)
Wards Affected	All
Accountable Member	Cllr Alaric Smith, Executive Member for Leisure and Major Projects Email: <a href="mailto:Alaric.smith@wetoxon.gov.uk">Alaric.smith@wetoxon.gov.uk</a>
Accountable Officer	Scott Williams, Business Manager - Contracts Email: <a href="mailto:scott.williams@publicagroup.uk">scott.williams@publicagroup.uk</a>
Report Author	Rachel Biles, Strategic Projects Lead (Leisure) Email: <a href="mailto:Rachel.biles@publicagroup.uk">Rachel.biles@publicagroup.uk</a>
Summary/Purpose	To seek approval for budgetary provision for the appointment of a consultant to prepare a Strategic Outcomes Planning Model (SOPM) for the District.
Annexes	N/A
Recommendation(s)	That the Executive resolves to: <i>a) Authorise Officers to commence a Strategic Outcomes Planning Model for the District.</i> <i>b) Agree to include a provision of £26,850 within the 2023/24 Leisure budget.</i> <i>c) Appoint specialist leisure consultants to undertake the work.</i>
Corporate priorities	<ul style="list-style-type: none"><li>● Putting Residents First</li><li>● A Good Quality of Life for All</li><li>● Responding to the Climate and Ecological Emergency</li><li>● Working Together for West Oxfordshire</li></ul>
Key Decision	NO

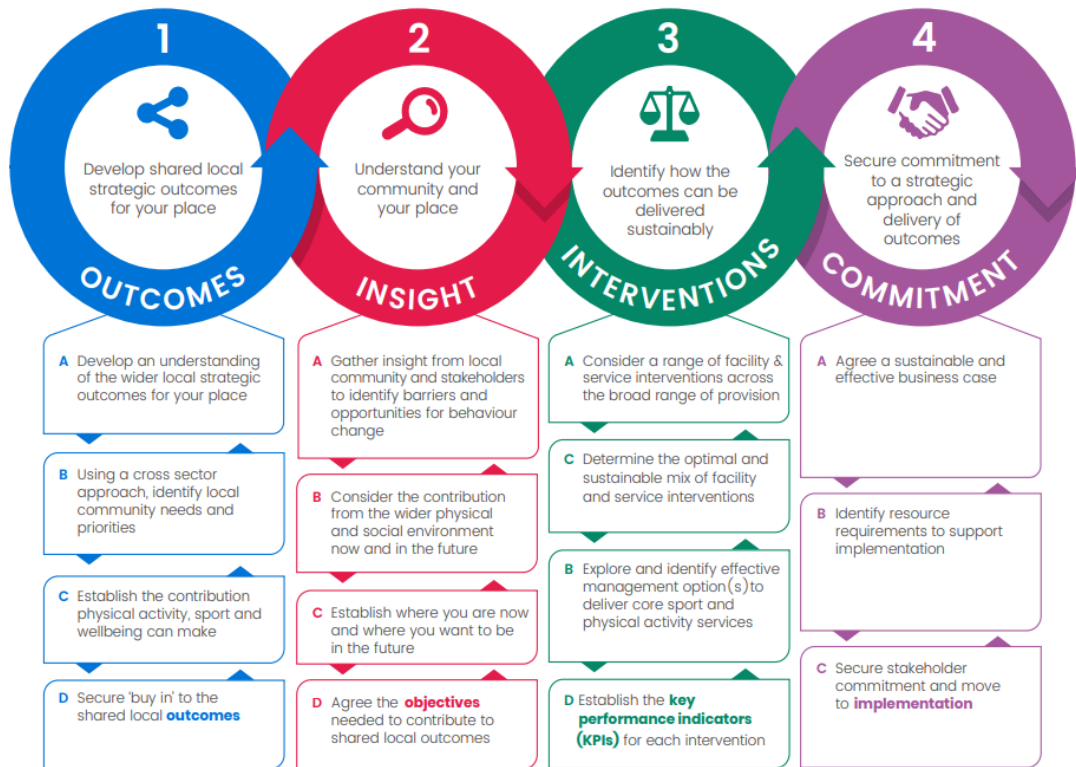
Exempt	NO
Consultees/ Consultation	<p>Leader of the Council, Executive Member for Leisure and Major Projects, and Senior Management Team.</p> <p>Through the development of the Strategic Outcomes Planning Model a range of individuals and organisation will be consulted, such as residents through online community surveys/ focus groups and key stakeholders (including but not limited to; Active Oxfordshire, Oxfordshire County Council, Cotswold National Landscape, Cotsway Housing, Clinical Commissioning Group and Greenwich Leisure Limited).</p>

## **1. BACKGROUND**

- 1.1** In 2017, West Oxfordshire District Council entered into a 10 year contract with the leisure operator Greenwich Leisure Limited (GLL).
- 1.2** It is well published that COVID-19 has had a devastating impact on communities, this has heightened the importance of support for physical and mental wellbeing by providing an active environment.
- 1.3** As a result of the pandemic, participation levels in the Councils facilities fell by 30% year on year, when comparing pre and post covid figures, and the operator is still experiencing a reduction in centre usage and take up of memberships.
- 1.4** This coupled with economic and budgetary pressures (cost of living crisis and rising utility costs) has accelerated the need for the Council to adapt and re-evaluate its leisure services purpose, so they are delivering the local community needs, whilst contributing to broader strategic outcomes in order to deploy and utilise resources effectively.
- 1.5** Leisure Services have historically operated on low margins to ensure inclusivity and accessibility to all sectors of the population. The financial position that leisure operators are now facing nationally is having a knock on effect in the services they provide, which could result in a detrimental effect on the health and wellbeing of residents and the future viability of the sector.
- 1.6** As there are still four years remaining on the existing contract, the Council needs to work in partnership with other stakeholders to create facilities and services that communities will need and use, and that are financially sustainable to operate.
- 1.7** West Oxfordshire District requires a Strategic Outcomes Planning Model (SOPM) – Leisure Strategy for the District, to develop a clear approach (determined by local priorities and outcomes) and agreed roadmap in order to provide effective and sustainable physical activity and sports opportunities for local communities.
- 1.8** The SOPM will support the Council to make informed decisions regarding the development of capital projects and investment in the Council owned leisure facilities and other non-facility service interventions.

## **2. MAIN POINTS**

- 2.1** The development of a SOPM utilises Sport England guidance which aims to assist local authorities in developing a strategic approach to their sport, leisure and physical activity services.
- 2.2** The SOPM will also ensure the requirements and outcomes of local plan, Indoor built facilities strategy and playing pitch strategy are embedded into the SOPM as will be a long term strategy to align with the local plan and housing growth in the district.
- 2.3** The development of a SOPM involves a series of stages as set out below:



- 2.4** As mentioned above, the current Leisure Operating Contract is due for renewal in 2027, therefore the establishment of a SOPM and the consideration of the current mix of facilities and services will help to inform changes that are required to deliver future strategic priorities and outcomes. This will ultimately ensure residents have access to sustainable and good quality leisure provision, and opportunities to be physically active across the District, whilst reducing health inequalities.
- 2.5** The council has already completed an assessment of needs and opportunities of its built indoor sports facilities and playing pitches, which will help to inform the facility interventions.
- 2.6** Officers are recommending commissioning specialist leisure consultants to undertake the SOPM on behalf of the Council. In terms of timescale we would commence the SOPM at the end of July 2023 with the anticipated completion being December 2023/ January 2024.

### 3. FINANCIAL IMPLICATIONS

- 3.1** The proposed consultancy cost would be circa £30,000.
- 3.2** The Council made budget provision of £95k to “Implement leisure strategy & review income generation” in the 2023/24 budget and it is proposed the SOPM work will draw down from this allocation.

### 4. LEGAL IMPLICATIONS

- 4.1** A formal consultancy contract will be entered into between the Council and Consultant.

**5. RISK ASSESSMENT**

- 5.1 Failing to develop a SOPM for the District would result in a lack of strategic direction for leisure services and could disadvantage the Council when bidding for future external funding such as developer contributions towards specific interventions and schemes.
- 5.2 There are no specific risks to the Council arising from the appointment of the consultancy firm for a fixed price contract, but in order to control cost, a payment schedule will be agreed prior to work commencing.

**6. EQUALITIES IMPACT**

- 6.1 None

**7. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

- 7.1 None at this time, although emerging interventions from the SOPM may have climate implications, this will be reported on at a later stage.

**8. BACKGROUND PAPERS**

- 8.1 None

(END)