

**To:** City Executive Board

**Date:** 17 December 2014

**Report of:** Head of Leisure, Parks & Communities

**Title of Report:** Oxford's Leisure & Wellbeing Strategy

## Summary and Recommendations

**Purpose of report:** To approve the draft Leisure & Wellbeing Strategy for public consultation.

**Key decision?** No

**Executive lead member:** Councillor Mike Rowley, Executive member for Leisure Contract and Community Partnership Grants

**Policy Framework:**

Strong and Active Communities  
Vibrant, Sustainable Economy  
Cleaner, Greener Oxford

**Recommendation:** That the City Executive Board approve the draft Leisure & Wellbeing Strategy for public consultation.

## **Appendices**

Appendix 1: Risk Register

Appendix 2: Initial Equalities Impact Assessment

Appendix 3: Draft Leisure & Wellbeing Strategy 2015-2020

## **Introduction**

1. Oxford City Council recognises the broad value of leisure. It is not only enjoyable in its own right, but supports community cohesion, improves physical and mental health and by ensuring our leisure facilities are maximising low carbon technology leisure also plays a key role in reducing the city's carbon footprint.
2. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this

strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities.

### **Methodology**

3. The views of Senior Managers in public health and the Managing Director of the County Sports Partnership were initially sought to help to scope the strategy.
4. A cross party steering group was then set up to oversee key milestones. A full review of needs was undertaken in 2013/14 and the report was left in each political party's group room with an email sent to encourage comments.
5. The strategies objectives were then talked through with the Leisure Partnership Board which comprises representatives from young people, older people, public health, leisure centre users, officers and councillors.
6. The Council's inclusion officer led a piece of work to understand barriers to taking part from a range of minority groups.
7. Sport England's Facilities Planning Model (FPM) was used to bring up to date the findings from the 2009 Leisure Strategy and to model demand up to 2025. The model is a computer-based supply/demand tool that assesses the strategic need for certain community sports facilities.
8. The model takes into account location, price, condition, facility mix and club use. Based on these factors the city is very well served for community accessible swimming pools compared with national comparators.

### **Relationships to other strategies**

9. The Leisure & Wellbeing Strategy is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy.

## Objectives

10. The following is a summary of the objectives from the strategy:

| Ref   | Measure  | 2013/14 actual  | 2015  | Target by 2020   |
|-------|--|---|---|--|
| L&W 1 | Adult participation in sport (3 x 30 mins)   | 29%   | 30%   | >32%   |
| L&W 2 | The number of people undertaking 150 minutes of moderate intensity activity a week | 62.4%   | 63.4%   | >67.4  |
| L&W 3 | Leisure centre usage   | 1.2 million visits  | 1.3 million visits  | 1.4 million visits                                       |
| L&W 4 | Leisure centre subsidy per user  | 62 pence  | 47 pence  | Zero   |
| L&W 5 | Leisure centre usage by target groups  | 436,000   | 450,000   | 500,000  |
| L&W 6 | Volunteering (sports clubs, youth ambition, parks)                                 | 3,700   | 4,100   | 5,000  |
| L&W 7 | Satisfaction levels  | Leisure centre satisfaction - 96%<br>Parks satisfaction – 80% | Leisure centre satisfaction >95%<br>Excellent >53%<br>Parks satisfaction >85% | Leisure centre excellent >75%<br>Parks satisfaction >85% |

11. The strategy has three priorities:

### **Objective 1 – A world class leisure offer**

The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children’s centres, business premises and community buildings such as churches and village halls.

### **Objective 2 – Our focus sports**

This strategy continues to designate *focus sports*. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.

### **Objective 3 – Partnership working**

Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council’s Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.

12. The main conclusion from the strategy is that good progress has been made to improve our infrastructure and to increase levels of activity, but

the challenging national context and societal issues mean that there is a huge amount left to do to develop a world class leisure for everyone .

### **Consultation Process**

13. The methodology shows how the pre consultation strategy has been developed. It is proposed that the consultation going forward will consist of the strategy and a covering letter being circulated to the key stakeholders:

- Sports Clubs and Teams
- National Governing Bodies of Sport
- Sport England
- Friends / Voluntary Groups / Neighbourhood Action Groups
- Oxfordshire County Council
- Parish Councils
- Education Sector: Primary and Secondary Schools; Oxford University and Colleges; Language Schools
- Health Sector: NHS Oxfordshire; Surgeries; hospitals
- Police
- Community Centres
- Other City Council departments

14. Throughout the consultation period the draft strategy will be available on the Council website and will be available for comment through the on-line consultation page. A press release will coincide with the start of the consultation.

### **Level of Risk**

15. The risk register is shown in appendix one.

### **Climate Change**

16. Current and future projects will continue to place a high priority on ensuring low carbon technology is implemented. The strategy includes an increased emphasis on green transport.

### **Equalities Impact**

17. An initial Equalities Impact Assessment is shown in appendix two.

### **Financial Implications**

18. The action plan shows the financial position for each strand of the strategy.

19. The strategy will form an evidence base that will help support applications for securing external funding and also for streamlining developer contributions or Community Infrastructure Levy.

### **Legal Implications**

20. There are no direct legal implications arising out of the contents of this report.

**Name and contact details of author:-**

Name: Ian Brooke

Job title: Head of Leisure, Parks & Communities

Service Area / Department: Leisure, Parks & Communities

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**List of background papers: None:**

## Appendix 1: Risk Register

|  |   |            |                     |   | Date Raised | Owner      | Gross |   | Current |   | Residual |   | Comments | Controls                             |          |             |            |              |
|--|---|------------|---------------------|---|-------------|------------|-------|---|---------|---|----------|---|----------|--------------------------------------|----------|-------------|------------|--------------|
| Title  | Risk description                        | Opp/threat | Cause               | Consequence   |             |            | I     | P | I       | P | I        | P |          | Control description                  | Due date | Status      | Progress % | Action Owner |
| Strategy not agreed for consultation<br>2014 | Delay in implementation of the strategy | Threat     | Strategy not agreed | Lack of direction for leisure provision in the city | 21/11/14    | Ian Brooke | 2     | 1 | 2       | 1 | 2        | 1 | Low risk | Strategy to the city executive board | 17/12/14 | Progressing | 50%        |              |

**Appendix 2: Initial Equalities Impact Assessment**



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**Form to be used for the Full Equalities Impact Assessment**

|                                       |     |                 |   |                                    |   |   |
|---------------------------------------|-----|-----------------|---|------------------------------------|---|---|
| <b>Service Area:</b>                  | LPC | <b>Section:</b> | LPC   | <b>Date of Initial assessment:</b> | <b>Key Person responsible for assessment:</b><br>Ian Brooke – Head of Service | <b>Date assessment commenced:</b><br>11 November 2014 |
| <b>Name of Policy to be assessed:</b> |     |                 | Leisure and Wellbeing Strategy 2015 to 2020 |                                    |   |   |

None

|   |   |   |   |
|---|---|---|---|
| <b>1. In what area are there concerns that the policy could have a differential impact</b>  | <b>Race</b><br>None   | <b>Disability</b><br>None                             | <b>Age</b><br>None                              |
|   | <b>Gender</b><br>None   | <b>Religion or Belief</b><br>None                     | <b>Sexual Orientation</b><br>None               |
| <b>Other strategic/ equalities considerations</b>   | <b>Safeguarding/ Welfare of Children and vulnerable adults</b><br>None  | <b>Mental Wellbeing/ Community Resilience</b><br>None | <b>Marriage &amp; Civil Partnership</b><br>None |
| <b>2. Background:</b><br><br>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment. | This strategy is ambitious and goes beyond our approach to the Council's leisure assets to how we create an environment that encourages people to become active and how we work with partners to create a world class leisure offer for everyone. While the strategy focuses on the needs of the city's residents, the leisure offer goes beyond the city's boundary. The strategy details our plans, acts as a framework of influence for partners and includes good practice case studies. In the context of this strategy, leisure encompasses physical activity, sport and all activities that take place in leisure and outdoor sports facilities. |   |   |
| <b>3. Methodology and Sources of Data:</b><br><br>The methods used to collect data and what sources of data   | <b>Methodology</b><br><br>The views of Senior Managers in public health and the Managing Director of the County Sports Partnership were initially sought to help to scope the strategy.<br><br>A cross party steering group was then set up to oversee key milestones A full review of needs was undertaken in 2013/14 and the report was left in each political party's group room with an email sent to encourage comments.   |   |   |



|   |  |
|---|--|
|   | <p>The strategies objectives were then talked through with the Leisure Partnership Board which comprises representatives from young people, older people, public health, leisure centre users, officers and councillors.</p> <p>The Council's inclusion officer led a piece of work to understand barriers to taking part from a range of minority groups.</p> <p>Sport England's Facilities Planning Model (FPM) was used to bring up to date the findings from the 2009 Leisure Strategy and to model demand up to 2025. The model is a computer-based supply/demand tool that assesses the strategic need for certain community sports facilities.</p> <p>The model takes into account location, price, condition, facility mix and club use. Based on these factors the city is very well served for community accessible swimming pools compared with national comparators.</p> |
| <p><b>4. Consultation</b></p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> <li>• Why you carried out the consultation.</li> <li>• Details about how you went about it.</li> <li>• A summary of the replies you received from people you consulted.</li> <li>• An assessment of your proposed policy (or policy</li> </ul> | <p><b>Plan for Public Involvement</b></p> <p>The strategy's project scope has been developed with a cross party group of councillors. The needs data has been developed and presented to the same group, displayed in each of the councillor's group rooms with an accompanying email sent to all cllrs and presented to the Leisure Partnership Board.</p> <p>Consultation will be city wide through a representative sample of the whole community (circa 150,000).</p> <p>A summary of the strategy will be developed with support from the services Equality &amp; Diversity Service Improvement Group. Copies of the summary will be:</p> <p>The methodology shows how the pre consultation strategy has been developed. It is proposed</p>   |

|   |  |
|---|--|
| <p>options) in the light of the responses you received.</p> <ul style="list-style-type: none"> <li>• A statement of what you plan to do next</li> </ul> | <p>that the consultation going forward will consist of the strategy and a covering letter being circulated to the key stakeholders:</p> <ul style="list-style-type: none"> <li>○ Sports Clubs and Teams</li> <li>○ National Governing Bodies of Sport</li> <li>○ Sport England</li> <li>○ Friends / Voluntary Groups / Neighbourhood Action Groups</li> <li>○ Oxfordshire County Council</li> <li>○ Parish Councils</li> <li>○ Education Sector: Primary and Secondary Schools; Oxford</li> <li>○ University and Colleges; Language Schools</li> <li>○ Health Sector: NHS Oxfordshire; Surgeries; hospitals</li> <li>○ Police</li> <li>○ Community Centres</li> <li>○ Other City Council departments</li> <li>○ Oxfordshire Sports Partnership</li> <li>○ A press release will be used to promote the start of the consultation</li> <li>○ Community news papers</li> <li>○ Leisure Centres</li> <li>○ Libraries</li> <li>○ Community Centres</li> <li>○ Rolling loop on Council customer services reception TV</li> </ul> <p>Throughout the consultation period the draft strategy will be available on the Council website and will be available for comment through the on-line consultation page. A press release will coincide with the start of the consultation.</p> <p>No surveys are planned as the needs analysis data provides a thorough evidence base.</p> <p><b>Key Milestones</b></p> |
|---|--|

|   |  |
|---|--|
|   | <p>Pre consultation draft to CEB – December 2014<br/>         Consultation – February 2015<br/>         Final strategy to CEB for approval July 2015</p>   |
| <p><b>5. Assessment of Impact:</b></p> <p>Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p> | <p>Officers consider that there is no adverse impact on safeguarding and / or the welfare of children and vulnerable adults with this strategy.</p> <p>An extensive needs analysis was undertaken in 2013/14 that provided the evidence base, this included using Sport England’s Facilities Planning Model to understand current and future needs. The demographic research confirmed our target groups and reinforced that deprivation is integrally correlated with lower levels of activity and the negative health impacts of inactivity. Work has also been undertaken to improve our understanding of which groups are underrepresented, what the barriers are and how we can better target our resources into creating a world class leisure offer for everyone.</p> <p>The Council’s inclusion officer led a piece of work to understand barriers to taking part from a range of minority groups.</p> |
| <p><b>6. Consideration of Measures:</b></p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>   | <p>This will be the context of the findings from the pre consultation/ consultation and established timescales</p> <p>Pre consultation draft to CEB – December 2014<br/>         Consultation – February 2015<br/>         Final strategy to CEB for approval July 2015</p>  |
| <p><b>6a. Monitoring Arrangements:</b></p> <p>Outline systems which will be put in</p>  | <ul style="list-style-type: none"> <li>• CorVu periodic reporting against key performance indicators</li> <li>• Project Board support (i.e. Sport &amp; Youth Board, Leisure partnership Board, Community Partnerships, Leisure Delivery Board)</li> </ul>   |

|   |     |   |   |                   |  |                  |
|---|-----|---|---|-------------------|--|------------------|
| place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination. |     | <ul style="list-style-type: none"> <li>• Service Management Team periodic key agenda item</li> <li>• <a href="#">Sportworks</a> – Sported <sup>1</sup></li> <li>• Sport England Active people Survey</li> <li>• Healthy Lifestyle Behaviours: Model Based Estimates (NHS Information Centre for health and social care)</li> <li>• Public England Health profile – Oxford District</li> </ul> |   |                   |  |                  |
| <b>7. 12. Date reported and signed off by City Executive Board:</b>   |     | Pre consultation draft to CEB – December 2014<br>Final strategy to CEB for approval July 2015   |   |                   |  |                  |
| <b>8. Conclusions:</b><br><br>What are your conclusions drawn from the results in terms of the policy impact  |     | This will be the context of the findings from the pre consultation/ consultation and established timescales<br><br>Pre consultation draft to CEB – December 2014<br>Consultation – February 2015  |   |                   |  |                  |
| <b>9. Are there implications for the Service Plans?</b>   | YES | NO  | <b>10. Date the Service Plans will be updated</b> | March/ April 2015 | <b>11. Date copy sent to Equalities Officer in HR &amp; Facilities</b> | 11 November 2014 |

<sup>1</sup> Sportworks is a shared measurement system specifically designed for sports development organisations who deliver projects, fund programmes and make policy decisions.

|  |     |     |   |   |  |     |
|--|-----|-----|---|---|--|-----|
| <b>.13. Date reported to Scrutiny and Executive Board:</b> | N/A | N/A | <b>14. Date reported to City Executive Board:</b> | Pre consultation draft to CEB – December 2014<br>Final strategy to CEB for approval July 2015 | <b>12. The date the report on EqlA will be published</b> | TBC |
|--|-----|-----|---|---|--|-----|

Signed (completing officer)          Lucy Cherry – Leisure & Performance Manager

Signed (Lead Officer)                 Ian Brooke – Head of Service

**Please list the team members and service areas that were involved in this process:**

Organisational Development & Learning Advisor/ Equalities: (completing officer)   Jarlath Brine

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