

# Leisure Facilities Cabinet Sub-Committee

## Agenda

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**Date:** Wednesday, 2nd June, 2010  
**Time:** 10.00 am  
**Venue:** The Tatton Room - Town Hall, Macclesfield SK10 1DX

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a period of 10 minutes is allocated for members of the public to address the meeting on any matter relevant to the work of the meeting. Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers. Members of the public are not required to give notice to use this facility. However, as a matter of courtesy, a period of 24 hours' notice is encouraged.

Members of the public wishing to ask a question at the meeting should provide three clear working days' notice, in writing, in order for an informed answer to be given.

4. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 28<sup>th</sup> January 2010.

5. **Strategic Direction of the Service** (Pages 5 - 10)

To consider a report on the strategic direction of the Health and Wellbeing Service.

**(There are no Part 2 items)**

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**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Leisure Facilities Cabinet Sub-Committee**  
held on Thursday, 28th January, 2010 at Committee Suite 1 & 2, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT****Cabinet Sub-Committee Members:**

Councillor A Knowles (Chairman)

Councillor David Brown

Councillor Roland Domleo

Councillor Frank Keegan

**Advisory Members:**

Councillor Ainsley Arnold

Councillor Terry Beard

Councillor Paul Edwards

Councillor John Hammond

Councillor Ray Westwood

**Officers:**

Guy Kilminster, Head of Health and Wellbeing

Keith Pickton, Leisure Facilities Manager

Mark Wheelton, Leisure and Green Spaces Manager

Paul Mountford, Legal and Democratic Services

**Apologies:**

Rob Hyde, Service Development Manager

**25 DECLARATIONS OF INTEREST**

No declarations of interest were made.

**26 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**27 MINUTES OF PREVIOUS MEETING**

In accordance with Minute 23, resolution (3) of the minutes of the Sub-Committee's meeting of 8<sup>th</sup> October, the Officers had prepared a demographic profile of the Borough, subdivided according to age and locality (Borough Ward). Copies were circulated at the meeting.

**RESOLVED**

That

- (1) the minutes of the meeting held on 8<sup>th</sup> October 2009 be approved as a correct record; and
- (2) the demographic profile circulated at the meeting be noted.

**28 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

**29 LEISURE MANAGEMENT OPTIONS APPRAISAL – CONSULTANTS' FINAL REPORT**

The Sub-Committee considered the final report by the Council's consultants, PMP Genesis Consulting, on the Cheshire East Leisure Management Options Appraisal. The report set out the strategic context for the review, an analysis and evaluation of the options for future management and service delivery, and the consultants' key findings and recommendations. Members noted the recommendation to pursue a new local trust vehicle for the reasons set out in the report.

Since the production of the final report, the Cabinet Member for Health and Wellbeing and other Members of the Cabinet had considered the report conclusions in the light of the budget-setting process. It had been suggested that the implementation of any recommendations should be "put on hold" until a fuller assessment of the implications from the report could be conducted. There was an interest in particular in making connections between leisure services and other strategic interests of the Council, such as library services. In addition, if the Council were successful in securing Building Schools for the Future funding, it would be keen to explore the scope for library services and leisure provision to be appropriately integrated into new developments.

A further benefit of deferring a decision on the recommendation in the Consultants' report would be to allow an evaluation of the Facility Improvement Service which was expected to produce a series of conclusions and a framework for the production of a facilities development strategy in February 2010.

**RESOLVED**

That Cabinet be recommended not to proceed at this time with any further work to progress a Trust as the delivery model, and the Consultants' recommendation be placed on hold while further consideration is given to the wider strategic issues and opportunities identified.

The meeting commenced at 4.00 pm and concluded at 5.06 pm

Councillor A Knowles (Chairman)

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## CHESHIRE EAST COUNCIL

### Leisure Facilities Cabinet Sub-Committee

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**Date of Meeting:** 2<sup>nd</sup> June 2010  
**Report of:** Head of Health and Wellbeing  
**Subject/Title:** Strategic Direction of the Service

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#### **1.0 Report Summary**

- 1.1 This report is in the form of a briefing paper to Members.
- 1.2 The merger in August of the Health and Wellbeing Service with the Adults Service will create a new Directorate known as the Adults, Community Health and Wellbeing Department. As a result, there is a need to review the strategic thinking about the Service and its components individually and as a whole. An approach to this will be illustrated in this report and the Sub-Committee will be asked to shape the strategic direction of this review at the meeting.

#### **2.0 Recommendation**

- 2.1 Members consider the context detailed in this report, consider the framework approach detailed in the appendix and shape the strategic direction and approach through dialogue with Officers at the meeting.

#### **3.0 Background and Options**

- 3.1 The Service has conducted a review of Leisure Services and the Corporate Events Strategy and is undertaking other reviews of its Golf provision and the Lyceum Theatre and Knutsford Cinema. The recommendations from the latter two reviews are likely to be received in late September / early October.
- 3.2 Two important dynamics of any discussion about the future direction and composition of the Service must be framed within the Commissioner/Provider model and the universal-to-targeted continuum (looking to shift more resource towards targeted interventions).
- 3.3 The draft Sustainable Communities Strategy places a specific high prominence on many of the Services and Facilities provided by the Service. The draft Corporate Plan priorities also emphasise the prominent role many of the Services can play in enhancing the quality of life, reducing health inequalities, enhancing the environment and the provision of local services and choice.
- 3.4 The draft Corporate Plan emphasises a number of key priorities which are currently:

- Great local services and choice
- Grow and develop a sustainable area
- Achievement and good health for all
- Enhancing our environment
- Being an excellent Council and working with others

3.5 The Health and Wellbeing Service priorities for 2010/2011 are:

- Increase the numbers participating in activities that can contribute to their learning and/or skills development
- Contribute to the revitalisation of the communities of Cheshire East through investment in cultural & leisure facilities and green spaces
- Contribute to the regeneration of our priority communities through increased investment in cultural activity
- Increase the numbers participating in Health and Wellbeing activities, in particular those from priority communities.
- Establish a corporate approach to health improvement and reducing health inequalities
- To achieve improved standards of green space design, management and maintenance.
- Establish and implement a monitored programme of health and safety measures at Health and Wellbeing sites
- Increase resident usage and satisfaction with Health and Wellbeing facilities and services.
- Improve and increase community engagement and involvement
- Provide services that are equitable and accessible, thereby increasing participation by Cheshire East's diverse communities.
- Ensure Health and Wellbeing Services meet appropriate national and quality standards, and deliver value for money
- Contribute to the performance of the Local Strategic partnership through the Health and Wellbeing Thematic sub-group

3.6 The Appendix is an illustration of a framework to examine Leisure provision. It draws upon the Facilities Improvement work, the outcomes of the Leisure Options Appraisal and the priorities of draft Corporate Plan.

#### **4.0 Reasons for Recommendations**

4.1 The merger of the Service will require fresh thinking and an agreed strategic approach to the delivery, development and improvement of the Service.

#### **5.0 Wards Affected**

5.1 All Wards of Cheshire East

#### **6.0 Local Ward Members**

6.1 All Ward Members



**7.0 Policy Implications including - Climate change  
- Health**

- 7.1 The development of a strategic approach to the review of the Health and Wellbeing Service and its functionality fits within the draft Corporate Plan together with a number of Transformation projects.

**8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)**

- 8.1 None

**9.0 Legal Implications (Authorised by the Borough Solicitor)**

- 9.1 There are no legal implications to note at this stage, but it is highly likely that there will be a variety of legal issues to deal with as this progresses, e.g. as the various reviews are concluded.

**10.0 Risk Management**

- 10.1 None

**11.0 Access to Information**

The background papers relating to this report can be inspected by contacting the report writer:

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Designation: Service Development Manager, Health and Wellbeing

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## Leisure Strategy

### Suggested framework for a Leisure Strategy

#### Introduction and Background

Section	Content	To Do
1.1	Introduction by Andrew Knowles	AK
1.2	A Vision for Leisure in the Borough by Guy Kilminster and core offering	GK
1.3	The National, Regional and Local Agenda	RH
1.4	The Benefits of Leisure Provision/ Current Position (where are we now)	RH
1.5	Leisure Provision in the Borough- linked into other services Adults and Children/ Locality based working	KP
1.6	The Scope of this Strategy (mapping with other strategies)	RH
1.7	Resources and the Enablers	RH
1.8	Partnerships	RH
1.9	SWOT and STEEP	RH/MW
1.10	Sustainability	MW
1.11	Status and Lifespan of the Leisure Strategy (linked to 1.6)	GK/RH
1.12	Leisure Services – Some Achievements to Date	KP
1.13	PMP Review Findings	RH
1.14	Management Delivery Options	MW
<b>Cheshire East Leisure Needs Assessment</b>		
2.1	How we conducted this	RH
2.2	Who we consulted with	RH
2.3	How we treated the information and findings	RH
2.4	What we did with it	RH
2.5	The Conclusions	RH
<b>Leisure Services and the Local Strategic Context</b>		
3.1	Introduction	RH/KP
3.2	Facilities Development Strategy Findings	RH/MW
3.3	The Role of Leisure Services in delivering Cheshire East's Community Plan Priorities to included options for locality based working in line with LAP's	RH
3.4	The Role of Leisure Services in delivering Cheshire East's Corporate Priorities and Objectives and potential barriers to healthy lifestyles	RH
<b>The Priorities for Future Leisure Provision</b>		
4.1	<b>Priority 1 – Improve the health and well-being of the community by increasing opportunities for participation:</b> <ul style="list-style-type: none"> <li>• Key Facts/Statistics (What)</li> <li>• Understanding the priority (Why)</li> </ul>	ALL

- Objectives (How)

<b>4.2</b>	<b>Priority 2</b> – Encourage safer and stronger communities by providing appropriate, quality facilities, services and activities <ul style="list-style-type: none"> <li>• Key Facts/Statistics (What)</li> <li>• Understanding the priority (Why)</li> <li>• Objectives and Action Plan (How)</li> <li>• Time Frames for the above (when)</li> </ul>	<b>ALL</b>
<b>4.3</b>	<b>Priority 3</b> – Facilitate appropriate provision to meet the needs of children and young people <ul style="list-style-type: none"> <li>• Key Facts/Statistics (What)</li> <li>• Understanding the priority (Why)</li> <li>• Objectives and Action Plan (How)</li> <li>• Again the when element</li> </ul>	<b>ALL</b>
<b>4.4</b>	<b>Priority 4</b> – Facilitate appropriate provision to meet the needs of older people <ul style="list-style-type: none"> <li>• Key Facts/Statistics</li> <li>• Understanding the priority</li> <li>• Objectives and Action Plan (How)</li> <li>• When</li> </ul>	<b>ALL</b>
<b>4.5</b>	<b>The Improvement Plan</b>	<b>RH</b>

#### Appendices

<b>1</b>	Action Plan
<b>2</b>	Summary of Cheshire East Council Leisure Services Provision
<b>3</b>	Summary of Leisure Services Key Achievements
<b>4</b>	Summary of Consultation on the Leisure Strategy
<b>5</b>	The Opportunities for Future Leisure Provision, a commentary by PMP
<b>6</b>	Cheshire East Council Corporate Priorities and Objectives
<b>7</b>	Other Leisure Provision in the Borough (Active Places Findings)
<b>8</b>	Leisure Services Customer Service Standards
<b>9</b>	Shared Priorities
<b>10</b>	The Capital Strategy and Programme 2010-2015
<b>11</b>	S106 Capital Receipts

Points to emphasise in the strategy:

- Need to evaluate the Private Sector Provision
- Locality based working and the hub concept
- Rationalisation of buildings, Care centre, Libraries, Civic Halls and Leisure Centres.
- True Cost of the services- cost of the activates we running.
- Understanding our customers- demographics, near and far environment etc.