



Enterprise and Wellbeing Scrutiny Committee

Interim Report of Leisure, Sport and Culture Activities Scrutiny Project Group

Date: April 2015

PROJECT GROUP MEMBERS:

Lead Member	Councillor Flood
Group Members	Councillor Bradford Councillor Callan Councillor Clarke Councillor Elliott Councillor Miles Councillor D Stone

1. INTRODUCTION

- 1.1 This report summarises the work of the Leisure, Sport and Culture Activities Project Group to date, identifies ongoing issues for further consideration in 2015/16 and seeks the approval of the Enterprise and Wellbeing Scrutiny Committee of the Group’s proposed continuing work in 2015/16.
- 1.2 The role of this Project Group evolved from the Project Group set up in 2013 to look at the implementation of the decision to build a new sports and leisure centre on the Queens Park Annexe site and to provide ongoing monitoring of the project through to delivery and evaluation of the project.

2. REASONS FOR THE REVIEW AND LINK TO PRIORITIES

- 2.1 The original Project Group’s review looking at the development of the new sports and leisure centre aligned with the 2013/14 Corporate Plan Aim 5:

“Healthier and Active Community – Participation in Sport and Recreation, especially in hard to reach Groups and the quality of our Leisure Centres will have improved.”

- 2.2 In October 2014 the Enterprise and Wellbeing Scrutiny Committee approved a broadened scope for the Project Group to look at the development of key strategies for:

- Parks and Open Spaces
- Playing Pitches

- Sports Facilities, including new Queens Park Leisure Centre
- Community Sport and Physical Activity

all of which will support the Council's Local Plan Core Strategy (2011–31) and contribute to the Council's overarching Health and Wellbeing strategic portfolio.

- 2.3 This broadened scope aligns with the following elements of the Council's updated Corporate Plan for 2015-19:

Vision – 'Putting our Communities first'

Priority – 'To improve the quality of life for local people'

Objective – 'To improve the health and wellbeing of people in Chesterfield Borough'.

3. INTERIM RECOMMENDATIONS

- 3.1 It is recommended that the Enterprise and Wellbeing Scrutiny Committee approve the ongoing work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities;
- the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B.

- 3.2 It is also recommended that, when monitoring the implementation of the previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee consider the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.

- 3.3 In the event of recommendation 3.2 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to:

- consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council;

- recommend to the Cabinet that this be undertaken working jointly with Cabinet.

focusing on the potential for integrated and added value outcomes.

- 3.4 Furthermore, it is recommended that the Enterprise and Wellbeing Scrutiny Committee consider the potential for further use of ongoing, 'real time scrutiny' reviews as a method for supportive and constructive scrutiny engagement in the future.
- 3.5 In the event of recommendation 3.4 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.

4. REVIEW APPROACH

4.1 Development of New Leisure Centre

4.1.1 The original Project Group's review looking at the development of the new sports and leisure centre had concluded that there had been robust adherence to the Council's objectives in providing a new sports and leisure facility in respect of the procurement and planning processes, the design of the facilities, the funding and the partnership arrangement with Chesterfield College.

4.1.2 The Group's following recommendations were accepted by the Enterprise and Wellbeing Scrutiny Committee (copy of Interim Report attached at appendix A), and then agreed by Cabinet, in September, 2014:

- (1) That the best practice guidance and principles for community engagement, as highlighted in the Council's Community Engagement Strategy are considered throughout the life of projects including pre-decision consultation.
- (2) That where possible and appropriate, pre-consultation dialogue takes place with key stakeholders, this may include Community Assemblies, service users, special interest groups, employees etc. particularly for major projects and decisions.

- (3) That for projects impacting on employees a strong and sustained internal communications and engagement plan is developed which includes a variety of opportunities to engage in the decision making process.

(ref. Minute No. 87 – Cabinet - 23.09.14)

- 4.1.3 Since its first Interim Report the Project Group has continued its ongoing monitoring of the project management by Deloitte and the construction by Morgan Sindall through meetings with the Council's Sports and Leisure Manager and Morgan Sindall's Project Manager. This has included meetings on the site of the new centre, including most recently in the newly opened I-zone on the site.
- 4.1.4 The Group has been impressed with the progress achieved, the good safety record and the quality of the materials and construction. The delivery and installation of the large wooden beams to support the roof of the pool area, with minimal disruption and damage was a particularly impressive example of this approach to quality and safety.
- 4.1.5 It is noted that the contractor has a policy of not sub-contracting. The Project Group is of the view that this has contributed to the good quality of the work and enabled closer control of the project and the meeting of timescales.
- 4.1.6 It is noted that the construction project is currently ahead of schedule and on budget, with the new centre due to open in January 2016. The cost implications of issues in respect of drainage and the retaining wall on the site are currently being explored by officers, and there may be a requirement to use some of the contingency funding.
- 4.1.7 The Group has monitored the use of local labour and apprentices on the project (currently approximately 35% of workforce are from within 25 miles), noting that it is expected that this proportion will increase during the later stages of the project.
- 4.1.8 The Group has monitored the progress of highways issues, including proposed vehicle, cycle and pedestrian access to the site. It has been impressed by the problem solving approach adopted (working with local residents, County Council Highways, the Council's Landscape Services, Friends of Queen's Park and English Heritage) to deal with these issues, including the siting of cycle and pedestrian paths and use of landscaping to meet concerns of local residents and address safety, security and accessibility issues. It is noted that path

adjustments within the site boundary may require use of some of the contingency funding.

4.1.9 Having held its most recent meeting in the newly opened I-zone on the site, the Group is keen to encourage the use of this facility by local schools, groups and the College to increase awareness of the construction process (with potential for demonstrating practical skills for students), the ecological and environmental issues and the facilities to be provided in the new centre and the provision of suitable promotional material from such visits.

4.1.10 The Group has monitored the ecological and environmental impacts of the project, including on the trees, landscape and badgers and the energy efficiency considerations.

4.2 Following the approval of the broadened scope for the Project Group in October 2014, the Group considered the development of the following key strategies:

- Playing Pitches
- Parks and Open Spaces
- Sports Facilities.

4.3 **Playing Pitch Strategy**

4.3.1 The Project Group considered the proposed Playing Pitch Strategy and recommended that it be supported and that a progress report be brought to the Enterprise and Wellbeing Scrutiny Committee in 12 months time to confirm the status of the strategy implementation and delivery and also to confirm whether the strategy had started to reverse the shortfall of junior teams and interest in playing by young people, both boys and girls.

4.3.2 The Enterprise and Wellbeing Scrutiny Committee supported the Group's recommendations in October, 2014, and the Playing Pitch and Outdoor Sports Strategy 2015 - 2031 was subsequently approved by Full Council in December, 2014. (ref. Minute No. 70 – Council - 17.12.14)

4.4 **Parks and Open Spaces Strategy**

4.4.1 The Project Group, led for this part of the review by Councillor Keith Miles, considered the proposed Parks and Open Spaces Strategy and recommended:

- (1) That consultation is carried out with local residents and community groups when proposals are put forward for investment in a park or open space, in conjunction with promoting awareness of the health benefits. Such consultation should be in line with the Council's Community Engagement Strategy and regard should be given to the community engagement model produced by students from University of Nottingham's masters in public health course in partnership with Derbyshire County Council's Public Health Department.
- (2) That disability access should be prioritised when proposals are developed for investment in parks and open spaces.
- (3) That the Play Strategy be reviewed within the next 12 months in order to rationalise the provision of equipped play areas, taking into account the age profiles of the surrounding areas.
- (4) That the Council's website should be used more effectively to promote parks and open spaces with maps and details of community events and activities.

4.4.2 The Enterprise and Wellbeing Scrutiny Committee approved the Group's recommendations in December, 2014 and added a further recommendation that signs and notices be used more effectively to promote the use of parks and open spaces.

4.4.3 In January, 2015 Cabinet resolved that the recommendation on consultation be adjusted to reflect the need for ward councillors to also be consulted when proposals are put forward for investment in a park or open space and also the requirement for consultation to equally apply when proposals are put forward for disinvestment from or decommissioning of a park or open space, and that the revised recommendations be accepted and appropriate adjustments made to the Parks and Open Spaces Strategy and action plan, which were subsequently adopted by Full Council in February, 2015. (ref. Minute No. 93 – Council - 26.02.15)

4.4.4 The development and adoption of the Parks and Open Spaces Strategy is already having a beneficial impact, attracting interest and funding from partner agencies.

4.5 **Sports Facilities Strategy**

4.5.1 The Project Group considered the proposed Sports Facilities Strategy and recommended that it be supported subject to the inclusion of the Group's findings regarding:

- (1) Priorities regarding facilities being community focused and aiming for positive health impacts, in particular for those with mental health issues and the elderly at risk of being isolated; and
- (2) Reference to accessibility – physical access to comply with Sport England access standards and encouraging participation through community based delivery.

4.5.2 The Enterprise and Wellbeing Scrutiny Committee supported the Group's recommendations in December, 2014, and Cabinet resolved that they be incorporated in the draft Sports Facilities Strategy, which was subsequently adopted by Full Council in February, 2015. (ref. Minute No. 94 – Council - 26.02.15)

5 PROPOSALS FOR CONTINUING REVIEW IN 2015/16

5.1 It is noted that monitoring of the previously approved recommendations arising from the Project Group's work will be undertaken as part of the normal scrutiny monitoring by the Enterprise and Wellbeing Scrutiny Committee in respect of:

- **Playing Pitch Strategy** - to confirm the status of the strategy implementation and delivery; and also to confirm whether the strategy has started to reverse the shortfall of junior teams and interest in playing by young people, both boys and girls. (ref. Minute No. 43 - Enterprise and Wellbeing Scrutiny Committee – 20.10.14). Monitoring due October 2015
- **Parks and Open Spaces Strategy** – (ref. Minute No. 48 - Enterprise and Wellbeing Scrutiny Committee - 18.12.14). Monitoring due June 2015.
- **Sports Facilities Strategy** - (ref. Minute No. 52 - Enterprise and Wellbeing Scrutiny Committee - 18.12.14). Monitoring due October 2015.

5.2 In order to complete the work of the review the Project Group proposes to continue its work into 2015/16, focusing on the following issues:

5.3 New Leisure Facilities at Queen's Park Annexe

5.3.1 Ongoing monitoring of the construction of the new leisure centre, with a final report six months after the new centre opens (ref. Minute No. 25 – Enterprise and Wellbeing Scrutiny Committee – 10.09.14), to include consideration of:

- The first fill testing of the construction of the pool facilities, due to be undertaken in May.
- Use of the I-zone facility for learning and awareness activities.
- Use of local labour during the construction.
- Highways issues, including traffic implications, vehicle, cycle and pedestrian access, parking and disabled access.
- Funding performance of the project, including VAT implications.

5.3.2 Further consideration of partnership working with the College to see if all parties see this project as adding value to the lives of young people in Chesterfield, both through improving healthy lifestyles and education and employment opportunities. We are interested in seeing if this is envisaged to also assist integration into the community and augmenting public services whilst delivering value for money.

5.3.3 The success of the Project Management Contractor and Building Contractor model in managing the risks involved in the project.

5.3.4 The procurement process and contract monitoring.

5.3.5 Arrangements for transition to and opening of the new leisure centre, including:

- Programme of activities and pricing structure
- Equipment
- Marketing and communications, including publicising future services
- Sales and retention, including booking systems

- Staffing and training
- Catering facilities in the new centre
- Creche facilities in the new centre.

5.3.6 Demolition of the existing Queen's Park Sports Centre and consideration of the future use of the site, including consultation processes.

5.4 Community Sport and Physical Activity Strategy

5.4.1 In order to complete its reviews of the development of the key strategies contributing to the Council's overarching Health and Wellbeing strategic portfolio the Project Group has produced a scope document for this phase of its work on the Community Sport and Physical Activity Strategy, to run alongside the work developing this strategy in the second half of 2015. This scope document has been produced in consultation with the Executive Member for Leisure and the Sports and Leisure Manager. (Copy of scope document attached at Appendix B)

5.5 Any further reports and/or recommendations arising from the Project Group's continuing review in 2015/16 will be presented to the Enterprise and Wellbeing Scrutiny Committee for consideration and to Cabinet as necessary.

6. ACKNOWLEDGEMENTS

6.1 The Project Group acknowledges the contribution to its work of Members and officers, recognising that this has taken place in the context of an ongoing review running alongside the development of strategies and an ongoing major construction project.

6.2 The Group has found this 'real time scrutiny' method of working to be valuable and has appreciated the openness demonstrated by those it has worked with, enabling close working relationships to be developed. It feels that it has been able to provide a useful 'sounding board' for issues, helping to achieve a constructive approach to problem solving.

6.3 It is particularly grateful to the following for their input to its work:

- Councillor Amanda Serjeant, Executive Member for Leisure
- Mick Blythe, Sports and Leisure Manager
- Councillor John Burrows
- Barry Dawson, Head of Finance
- Leigh Pratt, Procurement Officer
- Chesterfield College
- James McDermott and David Johnson, Project Managers, Morgan Sindall
- Brian Offiler and Donna Cairns, Committee and Scrutiny Coordinators

7. INTERIM RECOMMENDATIONS

7.1 It is recommended that the Enterprise and Wellbeing Scrutiny Committee approve the ongoing work of the Project Group in respect of:

- The continuing monitoring of the construction, transfer to and the operation of the new leisure centre facilities;
- the development of the Community Sport and Physical Activity Strategy as detailed in the proposed scope document attached at Appendix B.

7.2 It is also recommended that, when monitoring the implementation of the previous recommendations in respect of the Playing Pitches, the Parks and Open Spaces and the Sports Facilities strategies, the Enterprise and Wellbeing Scrutiny Committee consider the impact and effectiveness of integrated working across different service areas and teams in delivering the strategies.

7.3 In the event of recommendation 7.2 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to:

- consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council;
- recommend to the Cabinet that this be undertaken working jointly with Cabinet.

- 7.4 In the event of recommendations 7.2 and 7.3 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum and the Cabinet to undertake a joint evaluation of both the impact and effectiveness of integrated working across different service areas and teams and of this working approach for pre-decision scrutiny, focusing on the potential for integrated and added value outcomes.
- 7.5 In the event of recommendation 3.4 above being accepted by the Enterprise and Wellbeing Scrutiny Committee, that a recommendation be made to the Overview and Performance Scrutiny Forum to consider the potential for further use of this ongoing scrutiny approach, focusing on the potential for integrated and added value outcomes.