



STROUD DISTRICT COUNCIL

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**A brief to produce a
Draft Strategy for Leisure and
Wellbeing Provision in Stroud
District**

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1. INTRODUCTION

Stroud District Council is seeking to commission suitably qualified expertise to undertake a review and produce a draft Strategy for Leisure and Wellbeing in Stroud District 2021 – 2040.

2. THE COMMISSION – A STRATEGY FOR LEISURE AND WELLBEING IN STROUD DISTRICT 2021 – 2040.

The draft strategy should present recommendations for:

1. A clear overarching framework for the future provision of community leisure in the district to meet the needs of the population to 2021; a modern offer reflecting the changing health and wellbeing needs and expectations of our growing and developing population.
2. Options for the future of the current Stratford Park Leisure Centre and The Pulse Leisure Centre, including whether provision is fit for purpose, physical condition and options for refurbished and/or replacement. This should include consideration of funding and investment options.
3. The creation of a vision for the future of the leisure, recreation, culture and health and wellbeing in Stratford Park as a whole. Within a detailed delivery plan this needs to take into account the historical context, environmental value and its range of use including the contribution of Stratford Park Leisure Centre, The Museum in the Park and other built facilities.
4. Management arrangements for leisure service delivery at the district's principal leisure facilities including an options appraisal with cost benefit analysis.

It should take into account the district's geographic and anticipated social economic profile to 2040. This will include referencing local, regional and national trends and the development framework presented by the Local Plan.

The study area will cover the entire district. It will recognise main settlements and market towns, the district's location adjacent to the M5 transport corridor and relationship to settlements such as Gloucester, Cheltenham and Bristol. It must also consider cross boundary supply and demand; therefore, consultation with neighbouring local authorities and service providers is vital.

3. SCOPE OF THE REVIEW

The draft strategy should present the council with a plan for delivering and facilitating leisure provision. It should be based on a well evidenced and research review of provision now and into the future. It must have clear recommendations and to support its recommendations, it must provide a delivery framework, full costings and action plans with appropriate timescales.

The review and the associated delivery framework needs to have genuine involvement and ownership from key stakeholders. The successful consultants will be expected to lead the consultation process and be responsible for its thoroughness and integrity.

It is important that time is allowed for consultation on emerging issues and on preliminary drafts. Consultants are asked to advise on the presentation of findings throughout this process.

It is critically important that a holistic approach is adopted which recognises the importance of collaborative service organisation and delivery, for example where health and wellbeing, leisure and community support services may be integrated.

It should complement and develop other recent studies, with particularly reference to the Open Space, Green Infrastructure, Sport and Recreation Study (2019).

In this context it is required to address a number of interrelated issues as follows:

3.1 Provision reflecting the needs of the population of the district for the next 20 years

Leisure trends and demands change, and so too should local leisure provision if the 'offer' is to be sufficiently attractive to get more people into beneficial activity. Looking forward we need to understand the role of traditional leisure centres and the services and activities which are available at them. These will extend beyond purely sport and recreation, often emphasising physical and mental wellbeing.

This means properly understanding the needs of communities and re-setting relationships with communities who wish access the right services at an appropriate time and location. This can have fundamental implications on management, design, co-location and programming.

The character of the local authority's population continues to change, and will affect the types of sport, play and leisure activity appealing to local people. The natural ageing of the district's population will to some extent be offset in some areas that are subject to significant new housing growth.

The council's current and emerging new local plans advocate the importance of sustainable provision of sports and recreational opportunities, for the benefit both of people and the environment. Outside the principal settlements, the district's rural areas will present

challenges in providing sustainable opportunities. Each of its identified local clusters will experience unique issues due to their varying geographic and demographic characteristics.

Detailed work undertaken as part of the Open Space, Green Infrastructure, Sport and Recreation Study (2019) identifies current and future leisure trends alongside both indoor and outdoor recreations needs assessment. The strategy should develop this, providing the district council with the framework to lead and facilitate change. To properly understand this the research should build on previous work and assess the context and contribution of all leisure facilities and their operating models including:

- Swimming pools, sports halls, indoor courts
- Health and fitness facilities
- Community halls and other similar venues serving small settlements
- Outdoor sports facilities/outdoor gyms/trim trails etc./

The district supports a range of voluntary sector sports clubs. The strategy must consider the most appropriate way of supporting and enabling this sector across the sports development continuum. Within this, the relationships between voluntary sector sports clubs and school sports is an important area for assessment.

With the exception of Stratford Park, it is not required that the commission consider in detail playgrounds, parks, country parks, commons or open spaces although they do need to be referenced as and evaluated as important to the general recreation context.

3.2 Options for the future of the current Stratford Park Leisure Centre and The Pulse Leisure Centre

The Stroud District Council currently owns two leisure centres. Stratford Park in Stroud, which is managed by Sport Leisure Management (SLM) on behalf of the council, and The Pulse in Dursley, which it manages directly.

Stratford Park Leisure Centre was built in 1974 and is now approaching fifty years old. The Pulse in Dursley is based around its original 1980s swimming pool, which was extended through a major refurbishment in 2017 to include a fitness gym and studios.

The council needs to establish:

- Whether the whole Stratford Park Leisure Centre or elements of it are approaching end of life and need to be replaced. To this end a conditions appraisal is required which assesses the whole life maintenance serviceability. This should include an assessment of whether it is fit for purpose taking into account its location and its mix of facilities.
- How far The Pulse contributes to the leisure and wellbeing needs of the district's growing population and what appropriate investment could be made to ensure it meets future requirements. A conditions appraisal of the facility is required, recognising the original build and its recent extension.

This assessment should consider the cost of any recommended building and/or refurbishment works and potential partnering opportunities.

The future of these facilities need to be considered in the context of a modern interagency approach to community wellbeing and leisure. Self-evidently these must facilitate the delivery of an overarching framework for the district and include where appropriate examples of good practice.

3.3 Stratford Park

The council's Corporate Delivery Plan includes an action to agree a long term investment and management plan for Stratford Park with partners and contractors. Provision needs to be made for the plan's preparation within the context of the wider leisure, culture, health and wellbeing needs of the district.

The strategy should establish a vision for the future of the leisure, recreation, culture and health and wellbeing in park as a whole supported by a detailed plan for delivery. It should reflect current usage, the park's environmental value and its heritage. It must take into account its range of facilities including Stratford Park Leisure Centre, The Museum in the Park, the lido, the skate park, bowling green, outdoor sports courts, playground, bandstand and informal open space within the wider park environment.

The Museum in the Park

The award winning Stroud District (Cowle) Museum Service ('The Museum in the Park') is a discretionary public service provided by means of a partnership between Stroud District Council and the Stroud District (Cowle) Museum Trust (a registered charity). The council provide the management and operational funding for the service and the Trust are the legal guardians of the collections.

The collections comprise about 55,000 objects or groups of related objects concerning the human & natural history of the Stroud District. The Museum has three off-site stores and has ambition to bring the collections on to one site, which ideally would be at the Museum in the Park.

The Museum's forward plan and annual report can be found here:

<https://museuminthepark.org.uk/about-us> The park has a current Management Plan, a copy of which can be found on the council's website. <https://www.stroud.gov.uk/sport-leisure-parks/parks-and-green-spaces/stratford-park>

3.4 Current Leisure Contract

The council's contract with Sport and Leisure Management (SLM) was agreed on 1 November 2011 for the 10-year period to 31 October 2021, and included the option to extend it for a further period of 3 years to 31 October 2024, subject to further approval.

To allow time for proper consideration to be given to the future of leisure in the district, including management arrangements for its facilities, this 3-year extension option was enacted. Sports and Leisure Management (SLM) will continue running Stratford Park Leisure Centre for the specified additional period of 3 years up to 31 October 2024.

The review should fully explore options for future management arrangements such as in-house delivery, arm's length trust and external contract. It needs to also take into account opportunities for collaboration with community health and wellbeing and primary care providers. It should assess strengths and weakness and delivery implications.

4. KEY CONSIDERATIONS

4.1 Our Vision

Stroud District Council's Corporate Delivery Plan (CDP) sets out our vision - *to lead a community that is making Stroud district a better place to live, work and visit for everyone* and we will work positively and proactively with our communities and partners across all sectors to achieve this.

The CDP identifies five key themes; economy, affordable housing, environment, health and wellbeing and delivery. These impact on and are influenced by our communities' health. The CDP specifically commits to:

- Work with partners to help deliver the public health agenda including exercise and healthy lifestyles, dementia-friendly and child-friendly Stroud district.
- work with and influence health providers to ensure the delivery of locally accountable services.
- Reduce poverty and inequality and help vulnerable people cope with welfare reform.
- Support leisure services, arts and culture across the district.

The district's Health and Wellbeing Plan has five priorities which provide a platform for delivering this commitment:

- Supporting Healthy Lifestyles
- Developing Stronger Communities
- Improving Housing
- Protecting the Public and the Environment
- Partnering with the Statutory, Voluntary and Community Sectors

4.2 Covid-19 and Recovery

It is vitally important that this study, in all its aspects, understands and is developed in the context of the Covid-19 environment.

The council believes that, as we move out of the immediate Covid-19 emergency, effectively shaping the sport and leisure offer can have a positive impact on preventive health care and health inequalities.

The council sees sport and leisure provision as an important piece of its wider recovery programme, playing a key role in delivering more sustainable and healthy communities in the post Covid-19 environment. This will be a focus of work with providers and other health and community partners over coming months.

Our current providers are clearly facing a challenging future. While working with some uncertainty, both are delivering amended programmes while they consider longer term plans.

During the Covid-19 emergency, we have seen a groundswell of activity from both well-established and newly formed community groups across our district. There have been many examples of cross-sector and cross-boundary co-operation. The council has been proud to support and facilitate a lot of this work. It is something we want to carry forward, maintaining its momentum and building on good practice. This includes how we develop our sport and leisure offer in the future.

The council is working hard to model a new relationship with providers, our communities and partners, including town and parish councils and the third sector.

4.3 The Open Space, Green Infrastructure, Sport and Recreation Study (2019)

This commission needs to fully recognise and develop the finding in the Open Space Green Infrastructure Sport and recreation Study (2019)

The study provides part of the evidence base to inform the Local Plan Review, which seeks to deliver at least 638 new homes per year in the period to 2040.

The study looks at the current and projected needs for open space, green infrastructure, sport and recreation in the district, in the context of understanding that healthy environments and communities require open space and associated facilities to be of an appropriate quantity, quality and location.

It presents a number of key findings and recommendations in respect of general leisure and leisure centres. The report observes that leisure trends and demands change which should be reflected in local authority-controlled leisure provision, so that the total district offer remains relevant and is sufficiently attractive to increase the take-up of physical activity.

The study sets out that the scale of growth anticipated by 2040 will generate substantial demands for new leisure centre facilities, and that major funding opportunities arising out of

developer contributions should allow for a review of the way in which leisure centres are provided and run in the district.

The report for the Open Space, Green Infrastructure and Sport & Recreation Study as part of the Local Plan Review can be found on our website:

<https://www.stroud.gov.uk/environment/planning-and-building-control/planning-strategy/evidence-base/environmental-evidence/green-infrastructure-sport-and-recreation-study>

4.4 Consultation

Appropriate and wide consultation is required with users, stakeholders and communities. It should include town and parish councils, the voluntary, community and education sectors and statutory and advisory authorities at a county and regional level (such as Gloucestershire CCG, Public Health England, Sport England and English Heritage, governing bodies of sports and representative groups clubs and societies.

4.5 Equality and Diversity

Stroud District Council is wholly committed to ensuring genuine equality of access and opportunity. This unambiguous commitment must be evident as it scopes its plans for leisure and recreation over the next 20 years; the design and scope of the research and consultation and the resulting recommendations of this commission must demonstrate this commitment.

It is vitally important that the review fully recognises the issues facing those who are traditionally underserved and in practice are disadvantaged in access to opportunity. This may, for example, be by virtue of their age, sexuality, ethnic back, income and/or where they live. Addressing these varied and interrelated issues is a high priority for this work.

The district has a proportionately small BAME population (2.1%). The issues faced by the BAME community are recognised by the council and it is committed to recognising this in its plans and policies. This is reflected in its Equality and Diversity Policy. Reinforcing the council's Equality and Diversity Policy, at its Strategy and Resources Committee on 28 June the council leader said

“We condemn all racism against BAME people in our district. We condemn all the ways it appears on brick walls, on social media and above all in the way BAME people are treated.

We need to all we do as a council to ensure we are an inclusive and anti-racist organisation. We must commit to reviewing existing anti-racist and anti-discrimination policies and practices including training for our members and staff and take action to strengthen these if required.

We will work with everyone in our community to amplify minority ethnic voices across our district and hear from them as to how best we can focus our efforts.”

4.6 Recognition of working in partnership

The study needs to recognise that the district council is not the only provider of leisure provision but it does have an important role as a leader, influencer and facilitator including with statutory health service providers, community voluntary sector delivers and as well as the education and private sector.

5. STROUD DISTRICT PROFILE AND STATISTICS

Stroud is one of six districts that makes up the county of Gloucestershire. These districts can be divided into smaller geographies including electoral divisions, district council wards and parishes. The district has a population of 119,000 and covers an area of approximately 175 square miles in the south of Gloucestershire. Part of the district sits in the Cotswolds National Landscape and the importance of the tourism and visitor economy should be noted.

The ward with the largest population is Stonehouse, representing 6.85% of the total resident population of the area. The district's population has increased by 4,881 people, or 4.5% since 2001. This increase was lower than the Gloucestershire average of 5.7%. The proportion of people aged under 18 and 65 and over was higher in Stroud than the county as a whole. The district has an under representation of working age residents compared to the county average.

The largest settlement in the district is Stroud, and the district has other distinct and well established market towns, principally Dursley, Nailsworth, Stonehouse and Wotton and many smaller villages and parishes including Amberley, Bisley, Bussage, Chalford, Dursley, Eastcombe, Eastington, King's Stanley, Leonard Stanley, Minchinhampton, Nailsworth, Oakridge, Painswick, Randwick, Selsley, Sheepscombe, Slad, Stonehouse, Brimscombe & Thrupp and Woodchester.

There are 10 electoral divisions in Stroud district. These are

- Bisley and Painswick;
- Cam Valley;
- Dursley;
- Hardwicke and Severn;
- Minchinhampton;
- Nailsworth;
- Rodborough;
- Stonehouse;
- Stroud Central;
- Wotton-under-Edge.

The total area of Stroud is 47,604.57 hectares. The ward with the largest area is Severn, representing 12.10% of the total area of the council.

2.1% of residents in Stroud were from Black and Minority Ethnic Groups (BME). This represented 2,353 people. The proportion of BME residents was lower than the countywide average of 4.6%.

There were 47,794 households in Stroud in 2011. The number of households has increased by 7.1% since 2001, representing an additional 3,177 households. This increase was the same as the Gloucestershire average of 7.1%. In Stroud households occupied by married couples with dependent children were the most common household type, representing 16.8% of total households.

The Indices of Deprivation are a national measure of deprivation and provide a means of comparing areas relative to one another.

There are 69 Lower Super Output Area (LSOA) in the district area. According to the overall Index of Multiple Deprivation, 24 of Stroud's LSOAs are amongst the least deprived 20% in England, none are in the most deprived 20% in England.

The indices of deprivation also provide a measure of deprivation for various themes including Income Deprivation Affecting Children and Income Deprivation Affecting Older People. 24 of Stroud's LSOAs are amongst the least deprived 20% in England in terms of Income Deprivation Affecting Children, none are in the most deprived 20% in England. 19 of Stroud's LSOAs are amongst the least deprived 20% in England in terms of Income Deprivation Affecting Older People, none are in the most deprived 20% in England.

In 2016, 59% of the predominantly rural population was of working age, 16 to 64 (65% for predominantly urban). In 2039, it is expected that only 52% of the population of predominantly rural areas will be of working age (61% for predominantly urban). Clearly for predominantly rural areas the availability of people who are within the working age group (aged 16 to 64) is both a current issue, and one that will become more significant in the future with the proportion of total population within this age bracket diminishing each year. Naturally the age bracket that is considered to be of working age is likely to be extended in the future as people work into older age, yet it is important to understand the age demographic from which employers will be recruiting.

In 2011 there were 93,490 people in the district who described their general health as good or very good, this equates to 82.9% of the total population. This was similar to the county average of 82.7% of the total population. There were 18,852 people in Stroud with a long term health problem or disability that limited their day to day activities, this equates to 16.8% of the total population. This was similar to the county average of 16.7%. The number of residents with a long term limiting illness or disability has increased by 10.3% since 2001.

There were 4,588 crimes in the district in 2012/2013, this equates to a rate of 40.6 crimes per 1,000 people. This was lower than the county average of 50.6 crimes per 1,000 people. The number of crimes has decreased by 6.6% since the previous year. In 2012/2013 there were

4,332 police recorded incidents of anti-social behaviour, this equates to a rate of 38.3 incidents per 1,000 people. This was lower than the county average of 41.4 incidents per 1,000 people.

6. PROCUREMENT PROCESS

The procurement will be conducted through the South West Procurement Portal <https://www.supplyingthesouthwest.org.uk> – see the Instructions to Bidders section of this project brief.

6.1 Contract Term and Price

It is anticipated that the contract with the appointed supplier or contractor will commence on **9 November 2020**

The appointed supplier or contractor will be contracted up to **31 July 2021** (with the possibility of a **two months'** extension at the sole option of the council subject to the satisfactory achievement or completion of any published or agreed performance indicators or milestones*)

Tenders will not be considered in excess of £50,000

6.2 Timetable

The table below sets out the timetable for the procurement from the date of the Request for Quotation Project Brief, the contract start date and key delivery milestones.

The council reserves the right to vary the timetable.

ACTIVITY	DATE
Issue of Brief /Publish on Contracts Finder	Monday 5 October 2020
Clarification period for questions may be submitted up to	5.00pm on Wednesday 21 October 2020
Deadline for RFQ submission	Monday 26 October 2020 12:00 midday
Evaluation (including presentations)	Tuesday 27 October to Friday 13 November 2020
Notification of successful and unsuccessful bidders	Monday 16th November 2020
Contract Award	Monday 16th November 2020

Contract start	Monday 23 November 2020
Consultants produce emerging issues	Monday 15 March 2021
Draft strategy report and option	Monday 7 June 2021
Final Draft	Monday 19 July 2021

6.3 Council's Rights

The council reserves the right to:

Not to award nor to enter into a contract with any party;
 Seek clarification or documents in respect of a submission made by a bidder;
 Disqualify any bidder who does not submit a compliant bid in accordance with the instructions in this invitation to bid

6.4 Instructions to Bidder

All bid response submissions must be made through the South West Procurement Portal and drafted in English at <https://www.supplyingthesouthwest.org.uk>.

Please ensure all bid submissions are in the correct format and uploaded correctly in accordance with the South West Procurement Portal. Registration is at:

<https://procontract.due-north.com/Register>

and help is available at

<http://proactis.kayako.com/procontractv3/Core/Default/Index>

The council will disregard any bid responses which are submitted incomplete or received after the timetable deadline. The bidder is entirely responsible for ensuring due and complete submissions.

The deadline for the submission of a bid through the South West Procurement Portal (including all supporting papers etc.) is 12.00 midday Monday 26 October 2020

The council reserves the right to modify the provisions of this Request for Quotation Project Brief at any time prior to the scheduled date for bid submissions. Additional scope and requirements may be added. Notification of such changes will be provided to all bidders.

The submitted bid must confirm the use of any third party contractors to deliver the contracted service or works. The appointed supplier or contractor will be fully responsible as the prime supplier or contractor for all third party sub-contractors.

The submitted bid response should remain valid for acceptance for a minimum of 90 days from the date it is submitted.

All clarifications, enquiries and communications must be through the South West Procurement Portal and will be dealt with by **Rob Griffiths, Community Services Officer**

6.5 Confidentiality and Freedom of Information

The council is subject to the provisions of the Freedom of Information Act 2000 and related legislation in respect of information it holds (including third-party information). Any member of the public or other interested party may make a request for information.

The council shall treat all potential bidders' responses as confidential during the procurement process. Requests for information received following the procurement process shall be considered on a case-by-case basis, applying the principles of the Freedom of Information Act and other related information.

While the council aims to consult with third-party providers of information before it is disclosed, it cannot guarantee that this will be done. Therefore, potential bidders are responsible for ensuring that any confidential or commercially sensitive information is clearly identified to the council.

Bidders should be aware that, in compliance with its transparency obligations under the Public Contracts Regulations 2015, the council routinely publishes details of its contract(s), including the contract values and the identities of its consultants on its website.

6.6 Data Protection

Both parties will comply with all applicable requirements of the Data Protection Legislation.

6.7 Publicity

No publicity regarding the services or goods supplied to the council nor the award of any contract by the council will be permitted unless and until the council has given express written consent. No statements may be made to the media regarding the nature of any bid, its contents or any proposals relating to it without the prior written consent of the Council.

6.8 Bid Costs

The council will not be liable for any bid costs or professional fees, expenditure, work or effort incurred by a bidder in proceeding with or participating in this procurement, including if the procurement process is abandoned or amended by the council.

6.9 Evaluation Methodology

The Evaluation Team will be;

Keith Gerrard	Strategic Director of Communities
Mike Hammond	Head of Communities
Kevin Ward	Museum Development Manger
Angela Gillingham	General Manager The Pulse
Robert Griffiths	Community Services Officer

Bids will be checked initially for compliance with these instructions and for completeness. Clarification may be sought by the council from Bidders in order to determine if a bid is complete and compliant. Bids that are not substantially complete and/or compliant with this Request for Quotation Project Brief may be rejected.

The bids will be evaluated on price/quality and as detailed below.

We shall assess submissions based on quality and price (% scores shown):

Quality (60%).

This will take into account the approach, research and delivery of the requirements of the brief as set out in sections 3 and 4 above. It will recognise the understanding and explanation of the structure and resources applied to the review and the development of the strategy itself in the areas

- Provision reflection the needs of the population of the district over the next 20 years.
- Assessment and options of the current Stratford Park and The Pulse Leisure Centre
- The future provision of Stafford Park as a whole.
- Assessment of the current leisure contract and options for the future.
- Recognition of recent previous research.
- The impact of the Covid-19 pandemic and its likely implications.
- Quality consultation with communities, partners and service providers.
- A holist approach investigating collaborative opportunities for future delivery
- Understanding of the importance of equality of access and opportunity across all communities.

The quality criteria will be evaluated against the following scoring system, with the scores adjusted for the weighting of each criterion

Performance	Judgement	Score
Meets the standard and exceeds the standard in	Excellent	9-10
Meets the standard in all aspects but does not	Good	7-8
Meets the standard in majority of aspects but fails	Satisfactory	5-6
Fails to meet the standards in the majority of	Unsatisfactory	3-4
Significantly fails to meet the standard	Poor	1-2
Completely fails to meet the standard	Failed	0

Tenders should include two appropriate references and relevant examples of work similar in content and scale to this commission.

Price (40%)

The price criteria will be scored by awarding the full percentage available to the bidder offering the lowest price. Other offers will be scored by dividing the lowest price by each bidder's price and multiplying by the available percentage. The following figures show worked examples of this scoring:

Bidder A	£100,000	score = 30%
Bidder B	£125,000	$\frac{£100}{£125} = 0.8 \times 30 = 24\%$
Bidder C	£150,000	$\frac{£100}{£150} = 0.667 \times 30 = 20\%$

After the initial evaluation the leading candidates may be invited to interview.

The initial scoring of the criteria may then be revised based on additional information gained during the interviews.

6.10 How to apply

If your consultancy is interested in working with us on this project, please submit your approach and proposal for delivery; a template has been included below to assist with your submission.

With the assistance of the template below, your submission should clearly demonstrate:

- An outline to show how you would approach this piece of work
- A project plan showing timescales
- The experience you will bring to this work, including clear information on the resources you will use for this project
- Work profiles of your employees who will undertake the different elements of the work

- Any expectations you will require of us in terms of resources we need to provide
- A fully costed outline for your proposal, including payment milestones on delivery of key stages