

Stroud District Council

Strategy for Leisure and Wellbeing in Stroud District 2021 – 2040

FINAL DRAFT

September 2021



Strategy for Leisure and Wellbeing in Stroud District 2021-2040 Final Draft

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Strategy for Leisure and Wellbeing in Stroud District 2021-2040 Final Draft

I. Introduction and Background

- II. Stroud District Council (SDC) is playing a lead role in establishing a Strategy for Leisure and Wellbeing in Stroud District 2021 2040. This strategy will provide the key framework for delivering and facilitating leisure, health and wellbeing provision across the District for the next 20 years.
- III. The purpose of the strategy is to provide the Council and its partners with a plan for delivering and facilitating community leisure and wellbeing provision in the District to meet the needs of the population to 2040. It is based on a well evidenced and researched review of provision now and into the future and includes clear recommendations providing a delivery framework and action plans.
- IV. This strategy considers how leisure and wellbeing is delivered across the District in both the Councils leisure centres, other community facilities and open spaces and the interventions required, both facility and service, to achieve the strategic outcomes and future targets for leisure and wellbeing.
- V. It takes into account the District's geographic and anticipated social economic profile to 2040. The study area covers the entire District. It recognises 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 also considers cross boundary supply and demand.
- VI. Consultation with key stakeholders forms a vital element of the strategy, informing the recommendations including any collaborative service opportunities and integrated services.
- VII. The strategy considers the context of the Covid-19 environment. 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.
- VIII. The strategy has been produced using the Sport England Strategic Outcomes approach.
- IX. The Strategic Outcomes approach is structured around 4 stages:
 - **Stage 1** Outcomes Develop shared local strategic outcomes for your place;
 - **Stage 2** Insight Understand your community and your place;
 - Stage 3 Interventions Identify how the outcomes can be delivered sustainably;
 - **Stage 4** Commitment Secure commitment to a strategic approach and delivery of outcomes.



1. Stage 1 – Outcomes

- 1.1. Stage 1 of the Strategy outlines the key national and local strategic priorities and considers how leisure and wellbeing can contribute towards achieving them.
- 1.2. The following local strategies have been reviewed:

Figure 1 – Local Strategies



1.3. Key stakeholder consultation was undertaken both within the Council with Members and Officers and with external partners. The common themes that came out of the stakeholder consultation were:

Figure 2 - Stakeholder Consultation Common Themes



1.4. The key messages that were taken into consideration from the review of national and local strategies and stakeholder consultation are set out overleaf.

Figure 3 - Stage 1 Key Messages



- 1.5. These messages inform the strategic themes and outcomes for Stage 1 and are grouped as follows:
 - Community Resilience and Wellbeing;
 - · Housing and Homelessness;
 - Environment and Climate Change; and
 - Economy, Market Towns and Rural Vitality.
- 1.6. The agreed themes and outcomes are detailed on the following pages.

Figure 4 -Themes and Outcomes

Community Resilience & Wellbeing

Exemplar

SDC services link to provide a single service approach to support local communities, ensuring health and wellbeing is at the heart of what they do. SDC to lead by example creating a healthy workplace.

Enabler

SDC will work closely with community groups, partners, Town and Parish Councils to plan, promote and enable oined-up working towards the common goal of and active, happy and healthy District.

Encourage

SDC will deliver and encourage good communication, signposting, developing new ideas, leading where needed and being led where others are the experts. Encourage community leadership, new ideas and positive health messages across the District



- Individual communities are empowered to make a change in their own community and feel confident about doing it
- Encouraging the least active people to be more active
- People are aware of and can access mental health support from statutory and community sector
- $\bullet \ \, \text{Engagement with community groups so residents consultation is at the heart of everything we do.}$
- Improved partnership working across leisure, culture, arts and external partners to create diverse and alternative ways to incorporate learning into leisure and wellbeing
- More people appreciate and use outdoor surroundings for leisure and wellbeing activities as residents and tourists
- · Voluntary and community sector groups are valued, enabled and empowered to deliver local change through training, support and co-production

Housing & Homelessness

Exemplar

SDC is committed to improving housing standards and ensure housing meets the requirements of its residents, particularly for vulnerable people across all housing providers in line with government white papers on condition of properties

Enabler

SDC will enable and support partnership working between housing and leisure and wellbeing services to create opportunities to improve residents quality of life

Encourage

SDC will connect and support local projects with housing services to increase opportunities for those living in independent living and Council housing to live active and healthy lives







- Leisure, health and wellbeing to actively work in partnership with housing providers, developers and tenant services
- Continue to provide tailored housing and support solutions to vulnerable individuals and communities
- Improved tools for dealing with anti-social behaviou
- Provide support for rough sleepers and commission appropriate long-term accommodation
- Provide improved standard of housing and housing related services to contribute towards a better quality of life for residents, adopting an ACE (Adverse Childhood Experiences) approach when working with residents

Environment & Climate Change

Exemplar

SDC will join up all parts of the Council and Gloucestershire County Council under a commor mission, investing in our own property and changing our policies and practices in line with the ambition to achieve a carbon neutral and ecologically resilient district.

Enabler

SDC will make the most of its strategic relationships to maximise the potential for improving the environment and equipping communities with the capacity to tackle the effects of a changing climate

Encourage

SDC will look for chances to incentivise through awards, accreditation and experience sharing to promote best practise. SDC will provide good basic advice and reliable signposting to help residents and businesses.



- · Improved access to nature to support health and wellbeing
- Low carbon movement of people and goods
- Increased levels of Active Travel
- · Residents living healthier lives through Active Places and Active Travel
- · Support health and wellbeing projects that are focused on outdoor recreation and activities
- · Communities are minimising their carbon footprint, adapting to climate change, reducing waste and recycling more
 - Leisure and community facilities that are energy efficient
- · Utilise our assets to raise awareness of climate change through health and wellbeing activities

Economy Market Towns & Rural Vitality

Exemplar

SDC will promote investment in the District to create rewarding obs that benefit the local area and encourage residents to wo and play in their own community. SDC will promote investment into high streets and regeneration areas to sustain and enhance the District's cultural heritage SDC will lead by example and promote the importance of a

Enabler

SDC will work with business, education and the voluntary sector to build skills and employment opportunities

Encourage

SDC will incentivise local businesses and education to support training opportunities



healthy workforce









- . Develop tourism potential of area as a unique selling point for living, working, visiting and investing in the District
- . Ensure leisure and wellbeing services and facilities support the local economy and provide destinations for residents and visitors
- Training opportunities provided through the leisure and wellbeing services
- . Support innovation and energy in creating locally led and distinctive approaches to economic recovery and revival following the Covid-19 pandemic
- . Maximise the value of local assets and ensure the benefits of economic development are retained locally

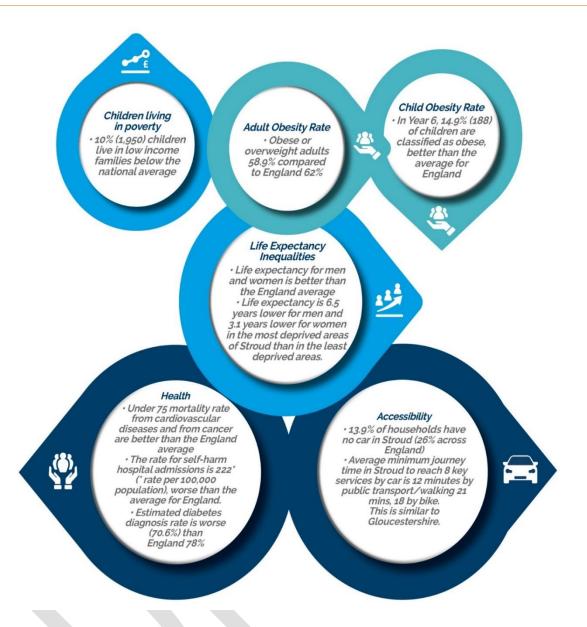


2. Stage 2 - Insight

- 2.1. Stage 2 sets out the insight data used to understand the socio demographic context of the District.
- 2.2. It included the review of the district's demographic profile, health profile and physical activity participation rates. The key demographic and health statistics are outlined below.

Figure 5 - Key Demographic and Health Statistics





2.3. Stroud has higher rates of adult participation in physical activity than the national and regional average. However, in line with national trends, the rate of participation reduced in 2019/20 against 2018/19 figures.

Figure 6 - Adult Activity Participation Rates



- 2.4. Across the Stroud District 53.1% of children are active every day (pre-Covid), which is higher when compared to England and the regional average of 46.8% and 48% respectively. Despite this, there was still a high proportion of children (46.9%) in Stroud that are not meeting the national guidelines.
- 2.5. In 2019/20 participation rates for children dropped against 2018/19 rates as shown below.

Figure 7 - Child Activity Participation Rates



Sport England Active Lives Data Sept 2018 - July 2019 (published Dec 2019)



Sport England Active Lives Data Sept 2019 - July 2020 (published Jan 2021)

2.6. In February and March 2021 public consultation was completed, including an online survey with 1,286 respondents and six focus groups. The key findings from the consultation are set out overleaf.

Figure 8 - Consultation Key Findings

91% of the respondents stated that they thought regular leisure and wellbeing activity was 'very important' The most popular leisure activities prior to the first Covid-19 lockdown were walking and visiting parks and open spaces

32% of respondents felt that they 'probably' or 'definitely' didn't participate enough in leisure and wellbeing activities prior to the first Covid-19 lockdown. Over two-thirds (77%) saying that would have liked to do more

Lack of transport, cost and accessibility were also common themes for not participating and overcoming people's perception that leisure and wellbeing activities are 'not for people like me'.

The most common issue with regards for accessing facilities was based on the high level of demand to participate in wellbeing activity that is affected by the space available in which to deliver this activity.

Many participants felt there was already a great deal available to the community and what is required is a method of collating, sharing and introducing/supporting members of the community to take part.

82% said that we were 'very' or 'quite likely' to increase it once lockdown and social distancing was relaxed 'Accessibility to good quality facilities' (80%) was the main factor that people thought about when considering participating in more leisure and wellbeing activities followed by 'cleanliness of facilities' (76%)

'Lack of work-related time' was the main reason quoted for not doing more leisure/wellbeing activities

44% of the sample stated that they were 'very' or 'quite likely' to increase their amount of leisure activity in the immediate future

The main reason for wanting to do more was to 'improve/maintain their physical health'

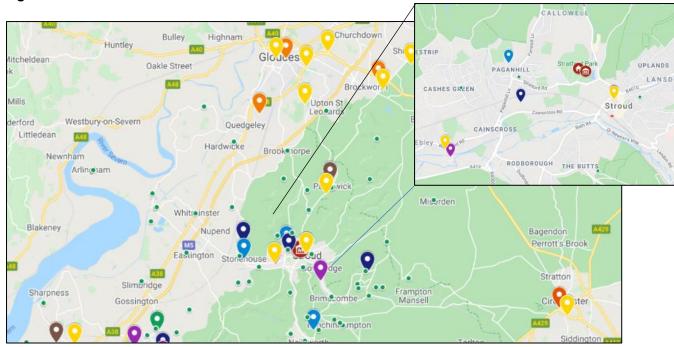
- 2.7. A catchment analysis of current leisure centre users was completed to understand which groups are currently over or underrepresented. Using Mosaic, a detailed segmentation system, each postcode was assigned a Mosaic code. The key findings were:
 - The largest known member group is 'Rural Reality' at nearly 21%. It is not, however, the most prominent group, accounting for 18.9% of the population so is overrepresented at the leisure centres.
 - The largest resident group is 'Country Living' at 19.4% but this group is underrepresented in leisure centres at 17.6%.
 - 'Aspiring Homemakers' make up 12.4% of the population in Stroud District followed by 'Prestige Positions' with 10.2% of the population, both these groups are slightly over-represented at the leisure centres.

- 2.8. Given these findings the following opportunities were identified:
 - 'Prestige Positions', 'Domestic Success' and 'Aspiring Homemakers' are already using the leisure centres despite being able to afford to use a premium private health club. People are prepared to pay for a good facility and services so new future facility developments should help to retain their customer loyalty.
 - Groups E (Senior Security) and L (Vintage Value) account for more than 12,000 people in Stroud but generate just 2,167 leisure centre users. As the names suggest, these are the two oldest Mosaic groups. Many of those in group L are long-term social renters or have recently moved into specialised accommodation. Those in group E can still be active and tend to live in their own homes.
 - Focus on the people within the 'Vintage Value', 'Senior Security' groups as these
 people will benefit most from increased levels of physical activity and wellbeing
 activities. These groups may need to be subsidised.
 - 'Vintage Values' / 'Senior Security' Consider specific programmes for these groups to improve their representation. 'Vintage Values' mainly live in towns, option of walk to park, gardening activities, Tai Chi, yoga, 60+ swimming, older people's network etc.
 - Country Living are under-represented at the leisure centres, this could be down
 to age as many of these people are aged 66+, but it could also be down to location;
 the Country Living population could be more isolated and therefore live further from
 the leisure centres. In addition, the majority are made up of wealthy landowners who
 are likely to exercise elsewhere. Outreach services would provide opportunities for
 those living in rural areas.
- 2.9. An analysis of the current leisure and wellbeing provision was also completed to understand the geographical spread, type and quantity. The District has a good level of existing provision with a range of public leisure centres, education facilities, community hubs and village halls.
- 2.10. Generally, provision of open spaces and green infrastructure is good across areas of the District, the current provision meets demand and the Council should seek to maintain the same amount of open space (ha/1000 population) with any population increase. The one exception to this was youth play areas, where space per 1000 population should be increased¹.
- 2.11. The main facility shortages highlighted through the previously completed Built Facilities Strategy and Playing Pitch Strategy is water space and 3G pitches.
- 2.12. The maps overleaf set out all of the indoor provision in the Stroud District where leisure and wellbeing activities can take place.

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¹ Stroud Open Space and Green Infrastructure Study 2019

Figure 9 - Indoor Provision





Strategy for Leisure and Wellbeing in Stroud District 2021-2040 Final Draft

Key	Facility Type
0	SDC Owned Facilities Stratford Park Leisure Centre Museum in the Park The Pulse, Dursley
9	Education Facility – Wet and Dry
9	Education Facility – Dry only
9	Education – Outdoor Pool only
9	Community Hub (Established)
•	Community centres/village halls
0	Private Fitness
9	Swimming Pool – Community Managed
9	Leisure Centres – Outside of District
9	Commercial Leisure – soft play, ten pin bowling, trampolining, climbing, spas



2.13. There are excellent examples of leisure and wellbeing initiatives and facilities across the District and these flagship examples should be rolled out across the District. Three case studies are set out below.

Figure 10 - Case Studies

Community Use of Education **Archway School**

Built in 1998, Archway Sports Centre is a dual use facility serving the students of Archway School and surrounding schools whilst also providing sporting and leisure facilities for the Stroud community during evening and weekends throughout term time and holidays.

The facility aims to provide provision for extra curricular activities and a sporting venue for local clubs, organisations and groups to participate in their chosen leisure activity.

Comprising of a swimming pool, sports hall, dance studio, fitness suite, and meeting room the facility also has external sports fields including both junior and senior football, rugby, softball, rounders and cricket pitches.

Approximately £50,000 has been invested in the sports facilities in last 5 years including £26k refurb of swimming pool and £8k refurbishment of the sports centre foyer and fitness suit Due to the wide range of use and hires the centre is able to operate at a predominantly break even position and when surpluses are achieved they are invested back into the centre.



What makes Archway School Sports Centre successful?

- · The centre has a dedicated manager
- The centre employs students from Archway School particularly those doing sport BTEC's and PE A-level
- 7 freelance instructors use dance studio for variety of classes
- . They deliver a wide range of holiday schemes at the centre including football, cricket and Allsorts Disability Group
- The centre also caters for non-sporting groups and activities such as; brownies, choirs, disability groups, birthday parties, Duke of Edinburgh Award (camping on the school field)





Community Hubs



GL11 - Cam



GL11 is a Community Hub with paid staff and hundreds of volunteers delivering activities and support from their community centre in Cam. They are funded through a mixture of charitable funders and commissioning services. They help people at all stages of life to manage; pain, illness, loneliness, disabilities, parenting, caring, mental health, money issues, unemployment, basic skills, digital inclusion, access to food and safeguarding concerns.

GL11 work in partnership with health and social care, emergency services and other local partners to help members of the community access wellbeing services.

Their advice and support is available Monday to Friday including their Listening Ear counselling service.



The activities on offer at GL11 include:

- Walking Group
- Seated Yoga
- · Invisible Illness Group
- · Men's Shed
- · Mindful Movement in the Garden
- · Shine Programme creative therapy and peer support
- · The Explorers
- · The Hub Café
- · Ukulele Group
- Food Bank
- · Long Covid Support Group
- · Stroke Group
- · Adventure Play Time Outdoors
- · Let's Dance
- Kindness Café
- · Feet, Food & Friendship Foot care and lunch for older adults.
- · Peep Group supporting children's learning and development.
- Makaton
- · Art & Chat
- · Independence Trust, Community Wellbeing Service
- Hearing Aid Clinic
- Mindfulness Meditation
- Family Fridays

Maximising the Volunteer Sector



Since the 1930s the volunteer sector has played an important role in the delivery of services and experiences within the Museum, alongside paid employees. This voluntary involvement has enabled community involvement in the Museums day to day operations.

Volunteers support the museum in a number of ways, but the two main roles of volunteers are:

- · invigilating and engaging with visitors in conversation in the Museum; and
- · gardeners within the walled garden.

The museum has approximately 40 volunteers who provide their time freely to the equivalent of just over two full time members of staff (pre-covid).





The Walled Garden: Volunteer Success Story

- The award winning walled garden opened in October 2016 to great acclaim after 20 years of neglect.
- The walled garden project was developed with community involvement, one of the aims was to establish a volunteer team who would develop and maintain the garden on an ongoing basis.
- The volunteer team have developed the garden planting beyond all
 expectations and their knowledge and skills have grown just as the
 garden has, it is now truly a place for relaxation, peace and enjoyment –
 all supporting wellbeing and ultimately this is all of benefit to visitors
 and the wider community.
- With support from Stroud District Council, Museum Friends, the local community and funding bodies this revived space now offers visitors and community groups a beautiful garden to come and enjoy.
- The Walled Garden forms an important part of the heritage of the park, alongside the Mansion House and the surrounding Stratford Park estate.





- 2.14. As part of the review of existing provision the condition surveys for Stratford Park Leisure Centre and The Pulse were reviewed, which highlighted backlog maintenance costs.
- 2.15. The review of provision also highlighted the role of heritage facilities and in particular The Museum in the Park in assisting with the Leisure and Wellbeing agenda. Given its location in Stratford Park and close proximity to the leisure centre, the Museum in the Park has potentially a key role to play in supporting the leisure and wellbeing outcomes

- and objectives, particularly looking at how its services can complement those delivered from the leisure centre, which are naturally more focussed around physical wellbeing.
- 2.16. The key messages taken into consideration in the future objectives, outcomes and interventions from the review of all the insight data and public consultation from Stage 2 are outlined below.

Figure 11 - Stage 2 Key Messages



2.17. Utilising all the insight data to understand 'where we are now', future objectives have been established for 'where we want to be in the future'.

Figure 12 - Future Objectives

Community Resilience & Wellbeing

Where we want to be – Future Objectives

Connect

- People are connected and able to support one another both online and face to face
- SDC and their community partners work to promote social inclusionn
- Achieve a mixed, balanced and cohesive communities that offer a sense of community identity and belonging, tolerance, respect and engagement with people from different cultures, background and beliefs
- Increased opportunities for children and young people to have positive experiences within their local community
- The most vulnerable are included and supported
- Build strong community networks which support the growth of small and large community hubs across the District
- Increased opportunities for socialisation alongside other leisure and wellbeing activities and services
- Regular engagement with community groups to understand future needs
- Improved online access for vulnerable members of our community

Give

- A well connected and accessible voluntary and community sector working in partnership with the statutory sector
- Increased funding support to community groups and voluntary sector
- Promote the SDC Lucky Severn Lottery as a source of funding for local communities
- Increased levels of volunteers across the leisure and wellbeing sector
- Encourage and increase volunteering opportunities across leisure and wellbeing services
- Promote social enterprises that give back to vulnerable people
- Celebrate success of community/voluntary groups and their contribution

Take Notice

- Working with local councils to increase casual and organised use of outdoor space for leisure and wellbeing.
- Record and develop the progress of leisure and wellbeing schemes, promote their success and support their challenges.
- Continue work with canal project team to create meaningful leisure and wellbeing opportunities
- Increased awareness of the leisure and wellbeing opportunities
- Investment into outdoor spaces and parks to facilitate use
- Provide visual experiences within buildings/facilities and online that promote wellbeing
- Promote sensory experiences as part of health and wellbeing services
- A cohesive approach to marketing and promotion of leisure and wellbeing across the District
- Outdoor spaces are used to attract visitors to the District
- Exercise referral scheme and GROW expanded to utilise canal and outdoor spaces in partnership with local councils

Be Active

- Reduced life expectancy discrepancy for the most deprived wards in the Stroud District
- Increased utilisation of health and wellbeing services in rural areas
- Improved provision of good quality sports facilities to meet the Districts needs and increase participation in physical activity
- Increased activity opportunities in outdoor spaces and on the canal
- Increased opportunities for young people to participate in competitive and non-competitive activities
- Increased number of the elderly population that are living an active lifestyle
- More opportunities for young people to be active
- Improved mental health and wellbeing
- Reduced health inequalities as a result of increased participation in physical activity
- Increased levels of active travel
- Physical activity is encouraged throughout all Council services
- Increased access to school sports facilities
- Leisure, health and wellbeing is incorporated and central to the planning and design of new developments

Keep Learning

- Provide education opportunities through leisure and wellbeing services
- Increased understanding of the benefits of physical activity across all community groups
- Leisure Centres, community hubs, and Town councils provide educational programmes through work experince and apprenticeships in order to increase opportunities for local people of all ages.
- Supporting and capitalising on the Districts artistic, cultural and sporting assets
- Forums to enable shared best practise across the District
- Increased levels of training for SDC staff on the importance of health and wellbeing and how this can be implemented across teams and gaining Healthy Workforce Award
- Improved network to facilitate continual learning
- Be an active partner in the We Can Move Programme Board bringing back learning and actively engaging in new trial projects which will benefit and support and active community.

Housing & Homelessness

Where we want to be – Future Objectives

Connect

- Increased partnership working between housing and leisure and wellbeing services
- Social spaces within
 housing developments to
 encourage residents and
 communities to connect

Give

- Volunteer opportunities to support those within supported/sheltered housing
- Volunteer opportunities for young people and adults at risk of antisocial behaviour

Take Notice

- Increased awareness from residents of outdoor spaces within their locality
- Neighbourhoods that encourage people to 'take notice' of their surroundings

Be Active

- Specific activity session for those living in supported/sheltered housing
- Safe and inviting outdoor environments around housing developments to encourage increased participation in physical activity
- Targeted programmes to engage young people
- Concessionary/free activities for benefitdependent households
- Active environments and active travel central to the design process for housing

Keep Learning

 Training opportunities within the leisure and wellbeing sector aimed at those not in education or employment

Environment & Climate Change

Where we want to be – Future Objectives

Connect

- Work closely with the planning sector to ensure active travel is central to any new developments
- Utilise outdoor space as a means to connect communities and groups
- Officers to work with local councils and community hubs to support outdoor recreational activities
- Regular consultation with residents on how outdoor space is used
- Rural communities are better connected
- Participation is wider and more diverse as a result of better outreach and attention to marginalised groups

Give

- Increased voluntary involvement with outdoor leisure and wellbeing initiatives
- SDC to continue to provide high quality outdoor space for local residents to utilise
- Provision of community grants for health and wellbeing projects that embrace the environment and 2030 agenda

Take Notice

- Increased awareness of the outdoor opportunities available for local residents
- Increased promotion of active travel opportunities
- Increased understanding of the different needs of our District communities and marginalised groups
- Increased sense of value and respectful use of nature and outdoor space

Be Active

- Reduced number of people travelling by car/van to work
- Continue to promote the cycle to work scheme and electric vehicle lease scheme for SDC employees
- Support local gardening schemes/social prescribing that provides opportunities for residents to 'grow their own'
- Provide ancillary facilities that enable active travel e.g. showers and changing facilities
- All outdoor spaces are fit for purpose and well maintained
- · Increased levels of active travel
- Provide activities and support communities to provide physical activity opportunities within their neighbourhood e.g. maximising use of independent living hubs.

Keep Learning

- Share best practise across the leisure and wellbeing service for schemes that increase access to nature
- Stratford Park is a blueprint for other local parks and open spaces
- Share best practise for energy saving measures across leisure and community facilities
- Provide opportunities to educate residents on the changing climate and ecological emergency and how they can make a difference working with local volunteer groups
- Better understanding of local environmental issues and the role of citizens/communities in addressing
 these
- Continuous improvement is being achieved through proactive efforts to seek and respond to feedback on how we can support communities to be more sustainable through our community and leisure services.

Economy, Market Towns & Rural Vitality

Where we want to be - Future Objectives

Connect

- Support residents to find decent jobs in the locality, enable businesses to prosper and promote the rural economy
- New local partnerships that can make a difference most effectively
- Work with Town and Parish Councils to deliver interventions and best placed investment
- Proactive partnership working with Cotswold Canal Trust to support the tourism potential and transport and recreational links
- Encourage other local businesses to adopt a healthy workforce

Give

- Growth in the voluntary sector to support the local economy
- Develop the design of leisure centres and wider community facilities to ensure a wide and varied facility mix exists that can financially contribute to and subsidise community activities.

Take Notice

Support new work practises that contribute towards a greener economy, carbon neutral future and more sustainable patterns of living and working

Be Active

- Strengthen connections between sport, physical activity, health and wellbeing so more people can feel the benefits of and advocate for an active life
- Establish leisure, health and wellbeing interventions that will reduce inequalities created by the Covid-19 crisis
- Investment into the Councils leisure centres to increase participation and therefore make them financially sustainable in the future.
- Invest in community infrastructure e.g. community hubs, particularly in rural areas
- Improved access to active travel to increase travel opportunities between towns and villages

Keep Learning

- Support for projects that provide training and secure future skills for the young and unemployed, particularly within leisure and community based assets
- Increased training opportunities in the leisure and wellbeing sector
- Work experience and apprenticeship opportunities within leisure and wellbeing



3. Stage 3 – Interventions

- 3.1. Stage 3 sets out the facility and services interventions that will enable the future objectives to be achieved.
- 3.2. The proposed facility interventions are set out along with indicative proposals for the two leisure centres. Service interventions by theme have also been developed.
- 3.3. A management options appraisal was completed as part of Stage 3 to understand the most appropriate model to deliver against the Council's strategic priorities.
- 3.4. The recommended facility interventions are set out overleaf.

Figure 13 – Recommended Facility Interventions

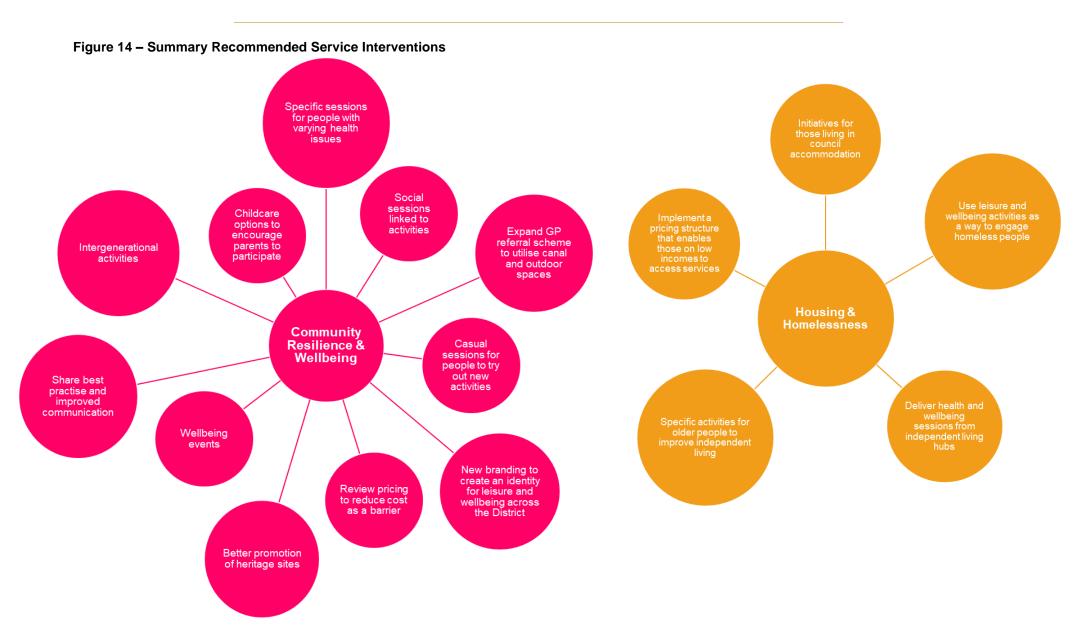
Deliver a fundimental remodelling/repurposing of Stratford Park Leisure Centre- (invest in facilities, increase waterspace, add additional facilities to enable an integrated wellbeing offer and improve commerciality).	Consider a 'leisure local' option to meet anticipated demand as a result of the planned housing allocation along the M5 corridor. (providing a swimming pool c. 20m x 8m, a small gym and flexible studio/activity space).	Work in partnership to action the recommendations of the Stratford Park Lido feasibility and business case work (e.g. heating of the pool).	Maximise Stratford Park as a visitor destination. Alongside the leisure centre, lido, outdoor courts and museum, review children's play, young persons and family activities (e.g. pump track/adventure golf).
Develop/increase the size of the gym and increase studio space (new studio) at The Pulse.	Provide addtional flexible community space as part of the housing development planned for Wisloe.	Improved active travel provision across all facilities, including improved cycle storage and parking, linked walking routes to facilities and accessible disabled and parent and child parking spaces.	Work in partnership to support opportunities for skateboarding.
Work to address the current 4x 3G pitch shortfall in the district to meet current training requirements and 6x3G pitch shortfall to meet future demand. This should include maximising community access to 3G pitches on school sites.	To maximise opportunities to develop a complimentary strategic approach to arts and culture provision across the District.	Work in partnership to to increase and maintain public access to school pools, sports halls and other facilities.	Review the siting of the grounds maintenance depot in Stratford Park and potential relocation of the museum collections store.
Continue the roll out of plans to increase community use of Independent Living hubs.	Continue community hub development.	Better utilisation of the canal as a facility to deliver watersports.	Work to address the estimated short fall of 6-7 additional rugby pitches required across the district as a whole to meet future demand, plus additional 3 pitches in Stroud to accommodate Stroud RFC youth teams.

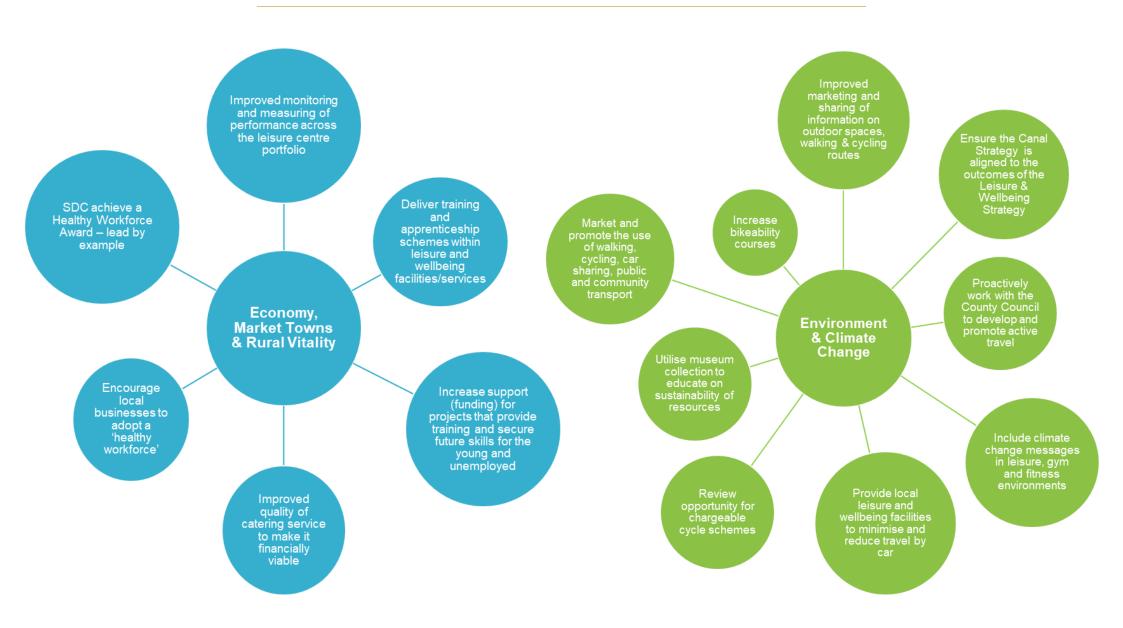
3.5. The indicative new facility mix for Stratford Park Leisure Centre and The Pulse, Dursley are set out in the table below.

Table 1 - Proposed New Facility Mix

SPLC	The Pulse, Dursley
Leisure Centre	25m x 3.5 lane pool
25m x 4 lane pool	45-50 station gym
17m x 10m learner pool	2 x studios
6 court sports hall	Indoor cycling studio
3 x squash courts	
110 station gym	
Indoor cycling studio	
Studio	
Activity Hall/Studio	
Café	
Full Size All Weather Pitch	
2 x outdoor tennis courts	
3 x padel courts	
Adventure Soft Play (digital offer)	
Toning/assisted exercise suite	
Spa and treatment rooms	
Lido	
Heated outdoor pool	
Improved landscaping and accessibility	
Improved catering offer	
and the same and t	
Outdoor Provision	
New, improved children's play area	
Outdoor fitness equipment	
Pump Track	
Adventure Golf (9 holes)	

3.6. The recommended service interventions are set out on the following pages.





3.7. Management Options Appraisal

- 3.7.1.A management options appraisal was completed to assess the most appropriate governance structure going forward, noting the existing SLM management contract expires in 2024.
- 3.7.2. The agreed options were evaluated against a weighted evaluation criteria. The highest scoring option across all facilities and services was in-house management. The external contractor, Local Authority Trading Company (LATC) and Non-Profit Distribution Organisation (NPDO) options all scored comparatively across the leisure centres. However the external contractor scored the lowest for the Museum and sports development, health and wellbeing services.

Table 2 - Management Options Appraisal

Centre	In- House	External Contractor	LATC	NPDO
SPLC	88%	78%	78%	76%
Lido	88%	78%	78%	76%
The Pulse	88%	78%	78%	76%
Museum in the Park	95%	70%	78%	76%
SD, Health and Wellbeing Services	95%	62%	80%	78%

- 3.7.3. Based on the evaluation criteria and weighting given to each, the in-house management option scores highest in its ability to be able to deliver against the Council's outcomes, across all facilities and services. This model would, however, be likely to have increased revenue costs compared with other models due to the additional NNDR and other operational costs associated with SPLC.
- 3.7.4.An LATC² or NPDO, would be well placed to deliver against the Council's outcomes and operate at a better financial position than the in-house model across the leisure centres, however as a new entity, there is slightly more risk involved with this option. Additionally, any NPDO would be required to go through an open procurement process.
- 3.7.5.The external contractor model, whilst scores the highest from a revenue perspective across the leisure centres, its ability to deliver against leisure, health and wellbeing outcomes did not score as highly as the in-house or LATC/NPDO options. It also scored significantly lower than both the in-house and LATC options for the Museum in the Park and sports development, health and wellbeing services.
- 3.7.6. It is recommended that the Council considers these finding in detail and undertake appropriate consultation before finalising its decision.

² Under the LATC umbrella The council may decide to apply the Teckal exemption, which may allow the authority to establish a LATC without the requirement for a procurement exercise and claim NNDR/VAT relief etc.



4. Stage 4 – Commitment

- 4.1. This stage sets out the financial commitment and business case for facility investment. To aid future detailed appraisal and decision making, it includes opportunities modeled in block plans, indicative capital costs and revenue projections.
- 4.2. It also highlights the next steps recommended to achieve the strategic outcomes.

4.3. Development opportunities for Stratford Park Leisure Centre

- 4.3.1. Following the review of the condition surveys in stage 3 of the strategy it is suggested that a remodeling and repurposing of Stratford Park Leisure Centre is viable, assuming any back log maintenance is completed as part of the investment works.
- 4.3.2.Two possible options for the repurposing of the facility are provided. They are intended as illustrative and are efficient given the current layout of the building. However, further options could be considered as part of more detailed feasibility work in the next stage of development.

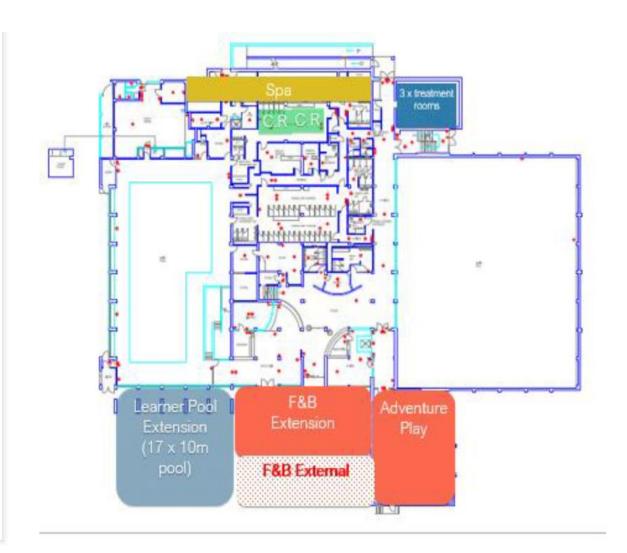
Figure 15 - Indicative Development Opportunities

Development Opportunities for Stratford Park Leisure Centre

Option 1 - Add an extension to the front of the building and convert areas within the existing building to house the following:

Ground Floor

- Create a new Learner Pool (17m by 10m)
- Increase the size of the F&B offer and create a new external F&B offer
- Option 1 Convert the back area of the building into a spa with 2-3 heat experiences. This needs potentially its own access and access to pool / Lido
- Convert squash court at back of the building to 2/3 treatment rooms
- Convert the 2 x studio / multi purpose spaces (2 storey) to a large play facility so removing the first floor so it becomes a double height space and links to the F&B)

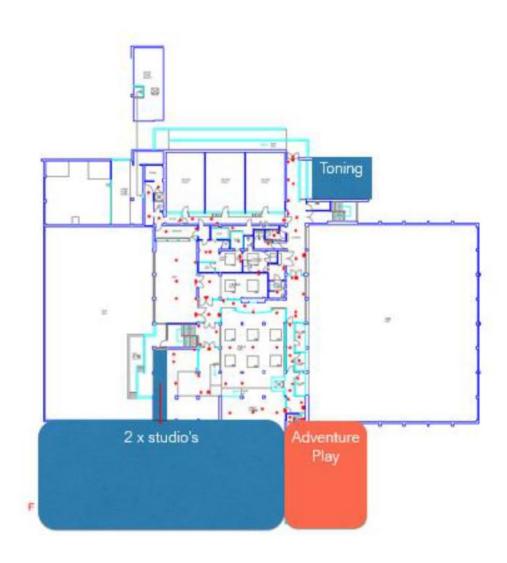


Development Opportunities for Stratford Park Leisure Centre

Option 1

1st Floor

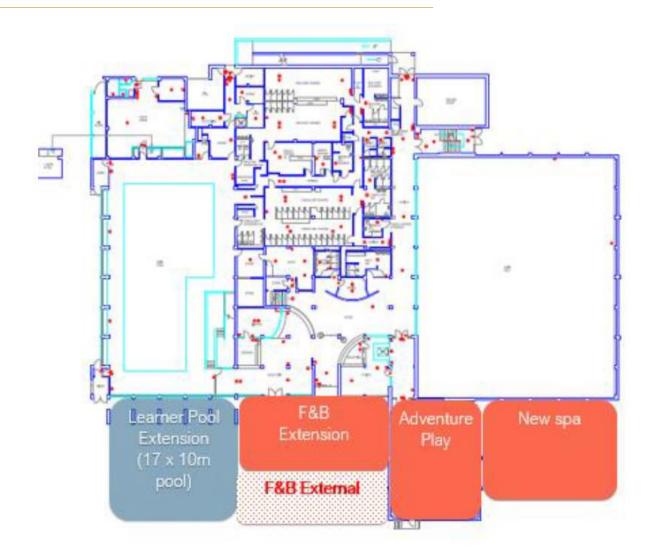
- Create 2 new Studios / Multi purpose Spaces
- · Create access to the Studio
- Create a mezzanine over the new treatments rooms and create a new Wellness suite



Development Opportunities for Stratford Park Leisure Centre

Option 2

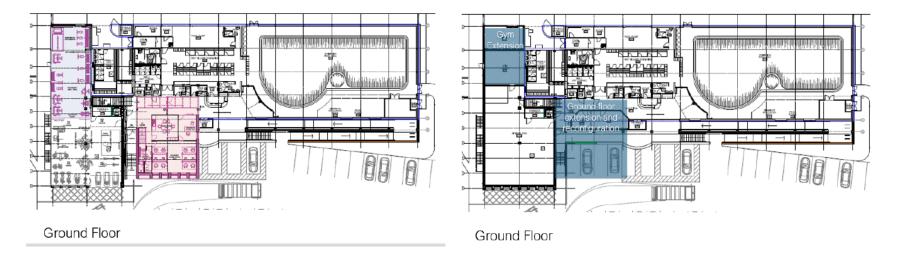
 Continue the proposed new extension at the front of the building to include a double level spa facility



4.4. Indicative development opportunities for The Pulse, Dursley

4.4.1. Given the location of The Pulse, there is limited opportunity for extension and further major development. However, it is possible to add a small extension to increase the size of the gym and an additional studio.

Figure 16 – The Pulse Development Opportunity



Ground Floor Opportunities

- The extension on the ground floor will house new staff facilities including staff room, changing room, manager's office and a larger admin office with additional desk spaces.
- The existing free-weights area is extended into the existing spin room, as well as the existing storage space, to create a total area of 105m2.

4.5. Capital Costs

4.5.1. The indicative capital costs for both centres is outlined in the table below.

Table 3 -	 Indicative 	Capital	Costs
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Capital Costs	Stratford Park Leisure Centre Option 1	Stratford Park Leisure Centre Option 2	The Pulse
Build Cost	£3,337,374	£3,953,188	£787,696
Equipment, PM & Delivery Fees	£2,009,972	£2,403,077	£508,864
Total Refurbishment Cost	£5,347,346	£6,356,265	£1,296,560
Backlog Maintenance Costs	£1,263,893	£1,263,893	£314,630
Total Cost	£6,611,239	£7,620,158	£1,611,190

- 4.5.2.Whilst the remodeling and repurposing of the existing Stratford Park Leisure is considered viable, the Council could also consider replacing Stratford Park Leisure Centre with a new build. The strategy has highlighted that Stratford Park is a good location for the leisure centre and there is significant scope within in the site to build a new facility, however a detailed site analysis would be required by an architect, including ground surveys and further consultation to identify the best location in the park. An ideal scenario would be to build in a new location so the old centre could remain open throughout the build, however the viability of this would be dependent on the site analysis.
- 4.5.3. The total capital cost for a new build will be dependent on a number of variables including where it is situated in the park, the specification of materials and level of decarbonisation measures. Alliance Leisure Services have provided indicative capital costs based on the size of the building, facility mix and comparable projects.

Table 4 – SPLC Indicative Capital Costs

SPLC - New Build	Cost
Build Cost	£22,000,000
Project Management Fees	£375,000
ALS Delivery Fees	£325,000
Principal Designer	£25,000
Clerk of Works	£50,000
Fit Out	£1,300,000
Contingency	£1,000,000
Total Cost	£25,075,000

- 4.5.4. If the Council wished to include significant decarbonisation and energy saving measures then the overall cost could increase to in the region of £30 million.
- 4.5.5. Consequently, a new Stratford Park Leisure Centre is likely to cost £25-£30 million.
- 4.5.6.In addition to the two main leisure centres, if the Council progresses the recommendation to consider a 'leisure local' option in the Sharpness area of the District providing a small swimming pool c. 20m x 8m, a small gym and flexible studio/activity space, then based on the Sport England affordable swimming pool model capital costs are estimated to be in the region of £2.8-£3.3m.

4.6. Next Steps

4.6.1. The following next steps indicate the key actions to be completed for the delivery of the Leisure and Wellbeing Strategy.

Table 5 - Next Steps

Action	Lead	External Resource Required	Timescales
Council to adopt the Leisure and Wellbeing Strategy	Strategic Director of Communities	No	Autumn 2021
Council to review management options and make recommendations for the future management of leisure and wellbeing facilities following the end of the current SLM management contract in 2024	Strategic Director of Communities	No	December 2021
Draft action plans to detailing how the service interventions will be delivered	Project Manager for Leisure Health and Wellbeing	No	Spring 2022
Commission detailed feasibility work for Stratford Park Leisure Centre and The Pulse, Dursley	Strategic Director of Communities	Yes – development partner, architect, cost consultants, specialist leisure advise	Spring 2022 – feasibility work should ideally be completed and aligned with management options and existing contract term
Commission feasibility to understand demand for a new facility in Sharpness/A38 area to address demand from new housing growth in the area.	Strategic Director of Communities	Yes – development partner, architect, cost consultants, specialist leisure advise	Spring 2022 – feasibility work should ideally be completed and aligned with management options and existing contract term
Initiate conversations with Sport England if strategic facilities funding is likely to be required.	Strategic Director of Communities/ Project Manager for Leisure Health and Wellbeing	No	Autumn 2021

Disclaimer

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