

## Stroud District Council

### Strategy for Leisure and Wellbeing in Stroud District 2021 – 2040

#### Executive Summary

##### Introduction

The purpose of the strategy is to provide the Council 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.

**OUTCOMES** - To establish the themes and outcomes for leisure and wellbeing services in the District consultation was carried out with Members, Officers and other key stakeholders. This was complemented by a national and local strategic review.

**INSIGHT** – To establish where the District is now against the outcomes extensive research into the demographics and health profile of the District was completed. Public consultation also took place along with an assessment of current user profile and existing leisure and wellbeing provision. From the insight data future targets were established and are set out in the strategy against the five ways to wellbeing: -



## Leisure & Wellbeing Strategic Outcomes

<h3>COMMUNITY RESILIENCE &amp; WELLBEING</h3>	<ul style="list-style-type: none"> <li>• Individual communities are empowered to make a change in their own community and feel confident about doing it.</li> <li>• Encouraging the least active to be more active</li> <li>• People are aware of and can access mental health support from statutory and community sector</li> <li>• Engagement with community groups so resident consultation is at the heart of everything we do</li> <li>• Improved partnership working across leisure, culture, arts and external partners to create diverse and alternative ways to incorporate learning into leisure and wellbeing</li> <li>• More people appreciate and use outdoor surroundings for leisure and wellbeing activities as residents and tourists</li> <li>• Voluntary and community sector groups are valued, enabled and empowered to deliver local change through training, support and co-production</li> </ul>
<h3>ENVIRONMENT &amp; CLIMATE CHANGE</h3>	<ul style="list-style-type: none"> <li>• Improved access to nature to support health and wellbeing</li> <li>• Low carbon movement of people and goods</li> <li>• Increased levels of Active Travel</li> <li>• Residents living healthier lives through Active Places and Active Travel</li> <li>• Support health and wellbeing projects that are focused on outdoor recreation and activities</li> <li>• Communities are minimising their carbon footprint, adapting to climate change, reducing waste and recycling more</li> <li>• Leisure and community facilities that are energy efficient</li> <li>• Utilise our assets to raise awareness of climate change through health and wellbeing activities</li> </ul>
<h3>HOUSING &amp; HOMELESSNESS</h3>	<ul style="list-style-type: none"> <li>• Leisure, health and wellbeing to actively work in partnership with housing providers, developers and tenant services</li> <li>• Continue to provide tailored housing and support solutions to vulnerable individuals and communities</li> <li>• Improved tools for dealing with anti-social behaviour</li> <li>• Provide support for rough sleepers and commission appropriate long-term accommodation</li> <li>• 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</li> </ul>
<h3>ECONOMY, MARKET TOWNS &amp; RURAL VITALITY</h3>	<ul style="list-style-type: none"> <li>• Help create a vibrant and sustainable economy that works for all</li> <li>• Develop tourism potential of area as a unique selling point for living, working, visiting and investing in the District</li> <li>• Ensure leisure and wellbeing services and facilities support the local economy and provide destinations for residents and visitors</li> <li>• Training opportunities provided through the leisure and wellbeing services</li> <li>• Support innovation and energy in creating locally led and distinctive approaches to economic recovery and revival following the Covid-19 pandemic</li> <li>• Maximise the value of local assets and ensure the benefits of economic development are retained locally</li> </ul>

## INTERVENTIONS

In order for the Council to achieve the strategic outcomes and future targets for leisure and wellbeing the following interventions are recommended.

### Recommended Facility Interventions

<p>Deliver a fundamental remodelling/repurposing of Stratford Park Leisure Centre- (invest in facilities, increase water space, add additional facilities to enable an integrated wellbeing offer and improve commerciality).</p>	<p>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).</p>	<p>Work in partnership to action the recommendations of the Stratford Park Lido feasibility and business case work (e.g. heating of the pool).</p>	<p>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).</p>
<p>Develop/increase the size of the gym and increase studio space (new studio) at The Pulse.</p>	<p>Provide additional flexible community space as part of the housing development planned for Wisloe.</p>	<p>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.</p>	<p>Work in partnership to support opportunities for skateboarding.</p>
<p>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.</p>	<p>To maximise opportunities to develop a complimentary strategic approach to arts and culture provision across the District.</p>	<p>Work in partnership to to increase and maintain public access to school pools, sports halls and other facilities.</p>	<p>Review the siting of the grounds maintenance depot in Stratford Park and potential relocation of the museum collections store.</p>
<p>Continue the roll out of plans to increase community use of Independent Living hubs.</p>	<p>Continue community hub development.</p>	<p>Better utilisation of the canal as a facility to deliver watersports.</p>	<p>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.</p>

## Service Interventions

<p><b>COMMUNITY RESILIENCE &amp; WELLBEING</b></p>	<ul style="list-style-type: none"> <li>• Specific session for people with varying health issues</li> <li>• Social sessions linked to activities</li> <li>• Expand GP referral scheme to utilise canal and outdoor space</li> <li>• Casual sessions for people to try out new activities</li> <li>• New branding to create an identity for leisure &amp; wellbeing across the District</li> <li>• Review pricing to reduce cost as a barrier</li> <li>• Better promotion of heritage sites</li> <li>• Wellbeing events</li> <li>• Share best practice and improve communication</li> <li>• Intergenerational activities</li> <li>• Childcare option to encourage parents to participate</li> </ul>
<p><b>ENVIRONMENT &amp; CLIMATE CHANGE</b></p>	<ul style="list-style-type: none"> <li>• Improved marketing and sharing of information on outdoor spaces, walking &amp; cycling routes</li> <li>• Ensure the canal strategy is aligned to the leisure &amp; wellbeing outcomes</li> <li>• Proactively work with the county council to develop and promote active travel</li> <li>• Include climate change messages in leisure &amp; wellbeing environments</li> <li>• Provide local facilities to minimise car travel</li> <li>• Review opportunities for chargeable cycle schemes</li> <li>• Utilise museum collection to educate on sustainability</li> <li>• Promote active travel and increased use of public transport</li> <li>• Increase bikeability courses</li> </ul>
<p><b>HOUSING &amp; HOMELESSNESS</b></p>	<ul style="list-style-type: none"> <li>• Initiatives for those living in Council accommodation</li> <li>• Use leisure and wellbeing activities as a way to engage homeless people</li> <li>• Deliver health &amp; Wellbeing sessions from independent living hubs</li> <li>• Specific activities for older people to improve independent living</li> <li>• Implement a pricing structure that enables those on low incomes to access facilities</li> </ul>
<p><b>ECONOMY, MARKET TOWNS &amp; RURAL VITALITY</b></p>	<ul style="list-style-type: none"> <li>• Improved monitoring and measuring of performance across the leisure centre portfolio</li> <li>• Deliver training and apprenticeship schemes within leisure &amp; wellbeing facilities/services</li> <li>• Increase support (funding) for projects that provide training and secure future skills for the young and unemployed</li> <li>• Improve the quality of catering service across Stratford Park to make it financially viable</li> <li>• Encourage local businesses to adopt a 'healthy workforce'</li> <li>• SDC achieve a 'Healthy Workforce Award - lead by example</li> </ul>

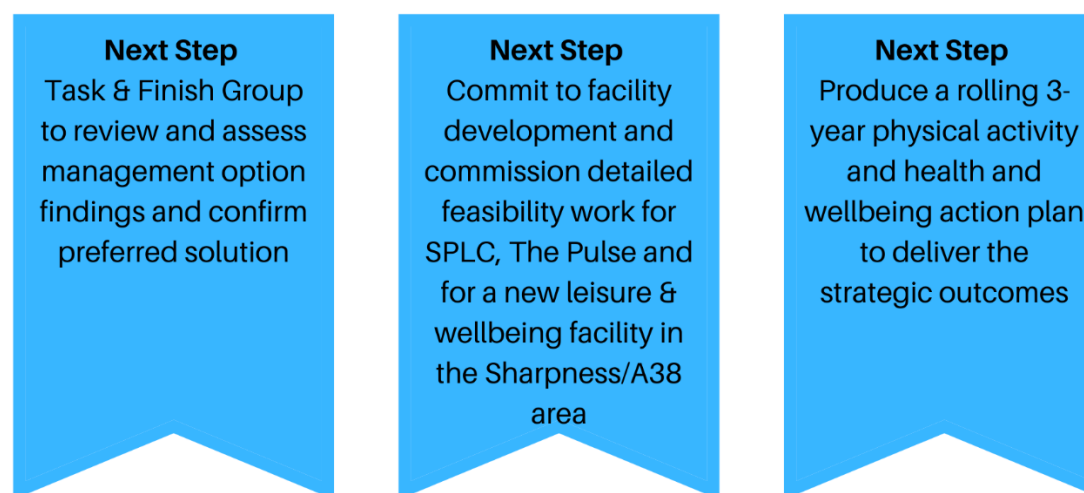
## Management Options

A management options appraisal was completed to assess the most appropriate governance structure going forward, noting the existing SLM management contract expires in 2024.

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<sup>1</sup> (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.

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%

It is recommended that the Council considers these finding in detail and undertake appropriate consultation before finalising its decision.



<sup>1</sup> 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.