

**Manchester City Council
Report for Resolution**

Report to: Communities and Equalities Scrutiny Committee – 7 December 2016

Subject: Sport and Leisure

Report of: Deputy Chief Executive (Growth and Neighbourhoods)

Summary

This report provides the committee with an update of the work of Sport and Leisure Services and its contracted partners with regards to sport and physical activity participation and community outreach work. Furthermore, the report provides the background and context towards the development of a new Sport and Physical Activity strategy and committee note the plans to undertake a full public consultation to inform the future strategy early in 2017. The report also sets out the work currently taking place which will inform the Leisure Centre contracting arrangements beyond 2018.

Recommendations

The following recommendations are made for the committee to:

1. Note and comment on the progress made to date with regard to sport and physical activity participation and community outreach work.
 2. Note the timescales for Leisure Centre re-contracting and to receive a report in February sharing the findings from the Leisure Centre's options appraisal work currently underway.
 3. Note the planned public consultation to inform the development of a new sport and physical activity strategy to commence early in 2017.
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Wards Affected:

All

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Background documents (available for public inspection):

None.

1.0 Introduction

- 1.1 The Sport and Leisure Service has adopted an “Our Manchester” approach towards developing a new clear vision and strategy for this critical function. Sport and Leisure is embedding Our Manchester principles within the significant preventative programmes being delivered which encourage active lifestyles and contributes to reduced pressures on health services. The service is primarily a trading service and therefore needs to deliver excellent customer standards in order to generate increased throughput and income to sustain the service. The service is responsible for developing an ambitious investment programme to transform from a good service to an excellent service. This will include leveraging funding from partners and generating more income from commercial opportunities and sponsorship. The team are responsible for developing the standards and oversee the performance of the various contracts and grant funding agreements. For the most part, contractors and partners are responsible for the majority of operational activity and they are directed to develop and implement a programme of activity designed to increase participation and engagements with residents.
- 1.2 The Council has adopted a commissioning and contracting model to increase levels of service delivery. This approach focuses on strategy, partnerships with organisations, businesses and residents and contract management with contracted operators. The Sport and Leisure Team is responsible for:
- developing the sport and leisure strategy;
 - working with our contracted leisure operators and strategic partners to widen access to sport and leisure provision and seek an annual increase in weekly participation amongst our residents.
 - fulfilling the client role where delivery is contracted out;
 - determining the most appropriate contracting arrangements for the operation of elite and community sport and leisure facilities develop and approving a performance management framework for all sport and leisure contracts;
 - driving a strong commercial focus for the operation of our contracting arrangements, whilst maximising community benefit;
 - agreeing the investment strategy for Manchester in particular with Sport England but also in dialogue with national governing bodies of sport, universities, MCFC and other key sport and leisure stakeholders;
 - developing the sport and leisure evidence base, which sets the framework for investment, i.e. Indoor Leisure Strategy, Playing Pitch Strategy;
- 1.3 In addition to the above, the Parks and Events Teams play a critical role in supporting increasing levels of sport and physical activity. Attracting major sports events are both a community development and economic driver for the city and have been crucial in developing our Sports Policy since 1996. Events can be a catalyst for establishing strategic partnerships with International and National sports federations many of which have significantly invested in Manchester over recent years. Furthermore legacy activities associated with events drive participation levels in sport and physical activity.

1.4 Manchester’s Parks are an important local and city wide resource for sport and physical activity and our recent parks public consultation indicate how important our local green space is in supporting sport and recreational activities. In total there are 143 individual spaces that include a relatively small number of significant Destination Parks and a larger number of Community Parks and Local Parks and Green Spaces in Manchester. This represents 3,500 acres of publically accessible open space that is distributed across the City supporting local resident’s activities and physical activity programmes. Park based sports facilities include tennis courts, athletics tracks, football pitches, multi use games areas and cricket pitches, along with spaces for recreational running / jogging, walking, cycling and some activity classes.

2.0 Sport and Physical Activity Participation and Community Outreach Work

2.1 A significant level of sport and leisure programmes and activities are focused on reaching out to communities to engage residents of all ages in sport and physical activities. A summary of that work, impact and current performance is indicated below.

2.2 Performance Summary

2.2.1 At a city wide level, the list below provides a snapshot of the current sport and leisure impact from our collective efforts:

- 3,254,330 visits to sport and leisure facilities in the past 12 months.
- 39% of adults regularly participating in sport (once a week for 30 mins) above the NW average, as recorded by Sport England’s Active People Survey).
- The most popular activities are: going to the gym, swimming, football and running (as recorded by Sport England’s Active People Survey).
- 83% of year 4 pupils achieve the school swimming national curriculum pass rate of swimming unaided for 25m (almost double the national average).
- 5,595 people are registered with the Manchester Volunteer Inspired programme (MCR VIP).

2.3 Facilities

2.3.1 The Council own, contract, lease or provides support to a number of facility operators and owners to drive sport and physical activity participation and widen access to our facilities. The key providers of those facilities are indicated below:

North	Central	South
<ul style="list-style-type: none"> • Abraham Moss Leisure Centre (Greenwich Leisure Limited - GLL) • Northcity Family Fitness Centre (GLL) 	<ul style="list-style-type: none"> • Manchester Aquatics Centre (GLL) • Moss Side Leisure Centre (GLL) • Hough End Leisure Centre (GLL) 	<ul style="list-style-type: none"> • Wythenshawe Forum Leisure (GLL) • Energy Box at Levenshulme High School for Girls • PowerLeague Soccer

<ul style="list-style-type: none"> • East Manchester Leisure Centre (GLL) • National Squash Centre (Eastlands Trust) • National Cycling Centre (Eastlands Trust) • Ten Acres Lane Sports Complex including the National Taekwondo Centre (Eastlands Trust) • Manchester Regional Arena (Eastlands Trust) • Manchester tennis and Football Centre (Eastlands Trust) • Broadway Leisure Centre – operated by Broadway Community Development Group. • FC United Stadium and Community Facilities. • Cheetham Hill Tennis and Squash Club • Boggat Hole Clough Athletics Track and Football Pitch (MCC) • Heaton Park Sports Facilities (Golf, Pitches, Bowles) • Sporting Edge • Factory Youth Zone 	<ul style="list-style-type: none"> • Arcadia Library and Leisure Centre (GLL) • Ardwick Sports Hall (GLL) • National Basketball Performance Centre (Eastlands Trust) • Belle Vue Leisure Centre (Eastlands Trust) • City of Manchester Institute of Gymnastics (Eastlands Trust) • Debdale Outdoor Centre (MCC Operated) • Active Lifestyle Centre (MCC Operated) • Withington Leisure Centre (We Love Withington Baths) • Platt Lane (MMU) • Armitage Sports Centre (UOM) • Powerhouse • Rushford Park (Manchester Youth Academy) 	<ul style="list-style-type: none"> Centre, Whalley Range • Amaechi Basketball Centre Whalley Range • Benchill Community Centre • Woodhouse Park Lifestyle Centre • Wythenshawe Park Sports Facilities • Northern Lawn Tennis and Squash Club • Didsbury Cricket Club • Wythenshawe Cricket Club • Didsbury Sports Ground • Withington Golf Club • Northernden Golf Club • Didsbury Golf Club • Wythenshawe Sports Ground (UOM). • Royal Oak Community Centre. • Egan’s Boxing Club
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2.3.2 In addition, other facilities delivering a significant collective sport and leisure offer include:

- 238 grass football pitches in Manchester and many contained on multi pitch sites (i.e. Hough End Playing Fields).
- 29 full size, floodlit 3G artificial grass pitches in Manchester (mostly on school sites).
- School Sports Facilities (sports halls and pitches etc).
- Parks sports facilities – tennis courts, athletics tracks, cricket wickets, multi use games areas.

2.4 GLL

2.4.1 GLL operate nine of the Council's Leisure Centres, including the three new facilities at Hough End Leisure Centre, Arcadia Library and Leisure Centre and East Manchester Leisure Centre. GLL have delivered the following performance improvement over the past twelve months:

- 2,320,197 total visits to GLL run leisure centres (Oct 15 – Sept 16).
- 38% increase in participation, up to 604,655 visits in quarter 2 2016 (compared to quarter 2, 2015).
- 27% increase in overall swimming, up to 363,769 in quarter 2 2016 (compared to quarter 2, 2015).
- 23% increase in swim school members, up to 5,970 in quarter 2 2016 (compared to quarter 2, 2015).
- Currently 21,914 people are members (total members) of a GLL run leisure centre.

2.4.2 The following table also indicates that all swimming pools operated by GLL are extremely well used by the local community. The vast majority of all users (from those users who have provided postcode information) come from the closest 4 wards around each centre.

Centre	Most popular resident use (top 4 wards)	% of visits by members (top 4 wards)
Abraham Moss LC	Cheetham, Crumpsall, Harpurhey, Higher Blackley	96%
Northcity Family Fitness Centre	Harpurhey, Moston, Charlestown, Higher Blackley	78%
East Manchester LC	Bradford, Ancoats and Clayton, Miles Platting and Newton Heath, Ardwick	73%
Manchester Aquatics Centre	Ardwick, Hulme, Moss Side, City Centre	65%
Moss Side Leisure Centre	Moss Side, Hulme, Whalley Range, Chorlton	72%
Hough End LC	Old Moat, Chorlton Park, Whalley Range, Fallowfield	60%
Arcadia Library and LC	Gorton South, Levenshulme, Longsight, Burnage	85%
Wythenshawe Forum	Woodhouse Park, Sharston, Baguley, Northernden	89%

2.4.3 In addition to the operation of the centres, GLL have committed to the employment of a community development team and the delivery of a community sport and physical activity outreach plan. This includes programmes and activities focused around the following themes: Workforce, Health, Club Development and Community Development and will result in more volunteers in sport, new apprentices employed and work experience opportunities, open days encouraging new activity, dementia friendly

swimming sessions and staff training, growing sports club membership and appointing club champions, facilitating physical activity on referral schemes, adult learn to swim programmes, weight management programmes, growth of the active lifestyles aquatics programme, free swimming programme and support to the Manchester Community Games amongst a range of interventions. In addition, the Council and GLL are working with national charity "SportsAid" to provide small financial grants and support to Manchester's talented athletes.

2.5 Eastlands Trust

2.5.1 Eastlands Trust operate the Council's 7 National and Regional Sports Centres of Excellence, including the new National Taekwondo Centre and National Basketball Performance Centre. Eastlands Trust have delivered the following performance over the past twelve months:

- 812,340 visits to Eastlands Trust run facilities in the last 12 months
- 224,476 visits to National Cycling Centre
- 203,098 visits to the National Squash Centre and Regional Athletics Arena
- 138,589 visits to Belle Vue Leisure Centre and National Basketball Performance Centre.

2.5.2 As part of the strategic leisure review in 2014, Eastlands Trust was created to replace the The Velodrome Trust and Manchester Sport and Leisure Trust. This was undertaken to create a more efficient, effective and sustainable delivery model for the cities national and regional sports centres. In addition to facilitating world class training programmes for National Organisations and Team GB Squads, such as British Cycling and GB Taekwondo, Eastlands Trust are responsible for the community coaching and outreach programme for these centres. Coaching programmes and community activities are delivered by the trusts coaching and development team in Athletics, Basketball, Track Cycling, BMX, Mountain Biking, Football, Gymnastics, Taekwondo, Tennis, Gym and fitness classes. For example, The City of Manchester Institute of Gymnastics Centre is one of the most successful junior gymnastics programme in the Country, with approx 2000 young people per week access "learn to gym" programmes along side the clubs performance squad in Gorton.

2.5.3 In addition to the operation of the centres and delivery of the coaching programmes, Eastlands Trust are also providing support to sports clubs to grow capacity and opportunities for local residents as well as work experience placements in partnership with the Downs Syndrome Association.

2.6 Broadway Leisure Centre and Withington Baths

2.6.1 As an example of the Our Manchester approach, the Council worked with both Broadway Community Development Group (BCDG) and We Love Withington Baths (WLWB) to be in a position to operate Broadway Leisure Centre and Withington Baths. The approach has been a real success story and the

centres continue to go from strength to strength. The following provides an indication of the centres performance:

Broadway Leisure Centre (BCDG)	Withington Baths (WLWB)
<ul style="list-style-type: none"> • 1,685 gym and swim members. • 500 members attending swimming lessons. • 16 local people employed. • 11 staff trained as level 2 swimming teachers. • 7 staff trained as level 2 gym instructors. • Centre working towards becoming a Dementia Friendly environment. • Operating business plan generated a small surplus which is being reinvested into improving the building. 	<ul style="list-style-type: none"> • 1,565 Local members of the centre. • 170 children attend after school sessions. • 2 adult learn to swim sessions • Studio 2 has been refurbished, providing sessions for Street Dance, Baby Massage, Pilates, Parent and Toddler Group, Kids Drama and PARS.

2.7 City Wide Programmes

2.7.1 In addition to the offer provided at the Council's facilities, a range of activities and programmes are available to residents of all ages across Manchester.

2.7.2 The **Manchester Community Games** is a community sport and physical activity event and associated programme for all ages which last year engaged an incredible 14,000 participants. Events such as the Olympic Summer programme form part of the Manchester Games programme and this year's programme consisted of 119 free sessions over the summer. Local Community Games Activators deliver the programme across 61 venues which are supported by 795 volunteers as well as develop local partnerships and fundraise.

2.7.3 The **Active Lifestyles Service** is a city wide service funded by Public Health but managed and delivered by the Sport and Leisure team. Delivering 113 sessions per week, in 27 wards at 51 different venues with 5,958 participants in the last 12 months.

2.7.4 The **ParkLives** programme is a city wide physical activity programme funded by Coca Cola as part of a national drive to get people physically active. £100K per annum is provided by Coca Cola to provide free activity sessions in parks. Currently 11 parks in Manchester host a ParkLives programme which collectively engage 9,715 visits to activity.

2.7.5 The **Active Schools** programme includes the **School Swimming Service, teaching** 8,500 Manchester primary school pupils to swim each week. In addition to the school swimming programme, the **Active schools** programme provides **extra curriculum sports coaching** and **community activation** to 46 primary, secondary and special schools, providing 68 sessions per week

engaging 3,005 pupils and attracted an additional £17K of new investment to Manchester.

2.7.6 The **Free Swimming programme** is also available to residents in Manchester at all GLL operated Leisure Centres. This programme provides free access to pools to residents aged 16 and under in the school holidays and residents aged over 60 year round and has recorded 60362 visits to sessions in the past twelve months.

2.7.7 **ParkRun** is a free to enter 5k run event programme that is delivered across the Country. Manchester's Park Runs take place at 9am every Saturday morning at Platt Fields Park, Heaton Park and Wythenshawe Park with an average attendance of 1300 participants.

2.7.8 **Street Athletics** is a Manchester born national programme engaging young people in sprinting at a local neighbourhood level. Local Athletics coaches put on street races (heats) in car parks, parks and community venues. 11 heats were put on this summer in Manchester which attracted 660 participants. Winners of local heats compete at the Manchester Final at a purpose built athletes track in Albert Square. The winners of the Manchester final compete the next day at the National Final. This year and for the 3rd year running, Manchester were crowned National Street Athletics Champions.

2.7.9 **Community Amateur Sports Clubs (CASC's)** are non profit volunteer led sports groups and play a vital role in widening access to sport and leisure activity. All CASC's do an incredible job creating teams to play in formal competitions and leagues as well as offer recreational non competitive opportunities for people to get into sport. An army of local volunteers run 100's of weekly sessions in parks, leisure centres, community facilities, 3G artificial grass pitches. Approximately 500 sports clubs in Manchester with over 1000 teams and participants make sport happen at a neighbourhood level.

2.7.9.1 Clubs like **Manchester Youth Academy** provide local young people opportunities to participate in Sport following an agreement with the Council to lease the Rushford Park facility. The club have secured investment to transform the community football facilities and provide artificial grass pitches and improvements to the club house.

2.7.9.2 **City of Manchester Aquatics Swim Team** at the Manchester Aquatics Centre provides both performance swimming coaching for talented swimmers and local participation opportunities for swimmers from Ardwick.

2.8 Events

2.8.1 Events play a significant role in encouraging residents to get active and involved in sport. Community based events promote pride in a local area and encourage social interaction and community cohesion. Community Events such as the Manchester Games have been a fantastic success engaging over 2,000 people in local activity.

2.8.2 Major Sport's events appeal to residents on a city wide level. Participation events such as the Great Manchester Run (40,000 runners) and Skyride (12,000 riders) Manchester regularly engage residents from Manchester, not just in the event itself, but in the weeks leading up to the event with locally people running and cycling in local parks and roads.

2.8.3 Furthermore, events such as National Squash Championships, BMX Championships, National Track Cycling Championships all have associated legacy programmes that engaged over 1,000 school pupils and residents from Manchester.

2.9 Volunteering

2.9.1 Currently, Sport England's research indicates around 5% of Manchester's population volunteer for 1 hour per week. Many more volunteers are regularly engaged in Sporting Events across Manchester. Both regularly weekly volunteering and less frequent event volunteering is managed and administered through Manchester's Volunteer Inspired Programme (MCR VIP). At present a total of 5,595 volunteers are registered on the programme and 1,490 volunteers registered are from Manchester.

2.10 Community Organisations

2.10.1 In addition to the programmes facilities and events listed above, the Council works with and often provide small grants to many community based organisations. The following Charities and community based organisations provide regular weekly activities to Manchester residents, examples of some of these organisations include; City in The Community Foundation, Manchester United Foundation, Manchester Youth Academy, Youth on Solid Ground, M13 Youth Project, Manchester Young Lives, Fathers Against Violence, Trinity House Project, Housing Associations.

2.11 Workforce Development

2.11.1 The Council also manages and administers a workforce development programme for volunteers, coaches and officials in sport and physical activity. This programme seeks to raise standards in coaching to ensure continuous service improvement and a high quality offer is available to residents. Coaching courses, first aid and safeguarding courses are regularly provided to residents and the people of Manchester access courses as do residents from all parts of the city.

2.12 Governance Arrangements

2.12.1 City Wide and local area governance arrangements are in place to ensure the sport and leisure offer continually improves. At a city wide level a Manchester Sport and Physical Activity Alliance (SPAA), made up of the Manchester's strategic sport and leisure partners met regularly to develop and implement sport and physical activity strategic plans as well as ensure local need is met.

2.12.2 At a more local level – area based sports alliances and boards are made up of local organisations who meet to network and develop the sport and physical activity offer in an identified locality. For example the Hulme and Moss Side Sports Forum meet to ensure the local offer is meaningful, communicated and promoted. With representation from local Councillors, sports clubs and community organisations, fundraising, coordination and collaboration help to improve the local offer.

3 Manchester Sport and Physical Activity Strategy

3.1 Background

3.1.1 Manchester's first sports policy in 1996 shaped the long lasting legacy of the 2002 Commonwealth games that totally transformed the sporting landscape across the city directly contributing to Manchester being recognised as one of the world's greatest sporting cities. Manchester's 2008 – 2013 Sport and Physical Activity Strategy – "Getting Manchester Moving", guided the post games phase of infrastructure development, including the case making for facilities such as the National Taekwondo Centre, National BMX Centre, and National Basketball Performance Centre. The strategy also set the foundations for the transformation of our community leisure estate that resulted in new facilities including; Hough End Leisure Centre, Arcadia Library and Leisure Centre and East Manchester Leisure Centre. The strategy also led the transformation of sports participation rates from below national and regional averages to above these regional and national benchmarks.

3.2 Strategic and Policy Context

3.2.1 Despite the total transformation of Sport and Leisure in Manchester over the past 20 years, many challenges still remain. Manchester is the 5th most deprived area in the UK with over 36% of children living in poverty and life expectancy for men and women is lower than the national average with inequalities within different areas of the city. There are clear links between health outcomes, disadvantage and poverty. The levels of child obesity, GCSE attainment, hip fractures, anxiety and depression (among others) are all worse than the national average. Manchester has some of the worst outcomes for stroke, cancer and heart disease.

3.2.2 In terms of the broader definition of physical activity nearly 45% of adults don't meet the Chief Medical Officers guidelines for physical activity whilst one in three adults (33.9%) are classed as inactive. This equates to c124,000 adults in Manchester doing less than 30 minutes of physical activity a week.

3.2.3 Despite this and the clear links between inactivity and poor health, people in Manchester want to get more active. The recent Getting Greater Manchester Active survey found that 55% of people in Greater Manchester want to get more active, whilst in Manchester over 70% of people want to do more sport than they current do.

3.2.4 The policy landscape at both a national and local level has changed dramatically since the 2008 – 2013 Sport and Physical Activity Strategy. 'Our

Manchester’ is Manchester’s new strategy for the next 10 years. But in addition, Our Manchester is also a new way of working for the city, its partners and their relationship with residents. This approach is based on ethnographic principles (the study of people’s behaviours in communities) and taking an asset (people) based approach. This new approach is endorsed by many health professionals when tackling physical inactivity.

- 3.2.5 Significantly, in July 2016 a **Memorandum of Understanding (MoU) was signed between Sport England, the GMCA, and NHS in Greater Manchester (NHSGM)**, comprising of 27 NHS organisations in Greater Manchester (GM) and NHS England. It provides an agreed framework to work together to develop an insight and behaviour change approach to sport and physical activity across GM in order to impact on the health, social and economic outcomes for the area. Furthermore, **‘Taking Charge of our Health and Social Care’** is the plan for how the goal of seeing the greatest and fastest improvement to the health, wealth and wellbeing of the 2.8 million people in GM will be achieved. Radical change means ensuring there is a greater focus on preventing people getting ill, being able to look after themselves and helping people into employment, and joining up health and social care services, to reduce gaps in the system and make services work better together.
- 3.2.6 The government has produced its first Sports strategy for over a decade – **“Sporting Future – a new strategy for an active nation”** which clearly provides the policy context that sport and physical activity should directly deliver against the following five outcomes: Physical Wellbeing, Mental Wellbeing, Individual Development, Social and Community Development and Economic Development. In response, **Sport England has produced its strategy (2026 – 2021) “Towards an Active Nation”**, setting out a clear vision for how the government strategy will be delivered. Sport England’s vision is that ***“everyone in England, regardless of age, background or level of ability, feels able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as customers”***.

3.3 The Manchester Sport and Physical Activity Strategy

- 3.3.1 Given the strategic and policy context above, it is clear that a new Manchester Sport and Physical Activity Strategy is required. The new strategy will set out a long term vision for sport and physical activity in the city that is meaningful to all residents, even those who would not even contemplate participating in sport or being physically active. It will provide a new framework for actions by partners working across Manchester – public sector bodies including the health sector, sports clubs (professional to voluntary), national governing bodies of sport (NGBs), the education, voluntary and private sectors, alongside communities across the city. It will be a strategy for Manchester, not just Manchester City Council. Achieving the vision for sport and physical activity cannot be achieved alone. Everyone will have a role to play.

3.3.2 To address the current challenges, it is clear a new approach is required, one that builds on our strengths but truly reaches every resident in a more meaningful way. To achieve this and for this new strategy to be as effective as possible, most importantly, a new type of conversation is required with residents to influence what the strategy says and what it sets out to achieve.

3.4 Consultation Process

3.4.1 Residents told the Council how important Sport and Leisure was to them through the parks and budget consultations held previously. This new Sport and Physical Activity Strategy consultation will delve deeper into the themes already drawn out and be further informed and refined by on-going research and analysis. Consultation will involve both individuals and organisations who have a stake in the future of our sport and physical activity provision and will build upon the information residents gave the Council through the budget and parks consultation. The strength of this process lies as much in the journey as the destination and much of the value of the final document will be attributed to its collaborative preparation and consultation. A broad programme of consultation will be undertaken to inform and guide the development of this strategy. This will build on the strong relationship with stakeholders to focus on shaping the vision, principles, themes and objectives and will engage with community groups, sports clubs, user groups, stakeholders and partner organisations that will support the delivery of the strategy. The main objective of the Consultation Plan will be to communicate, engage and consult with residents, partners and stakeholders as widely as possible on the future strategy and their aspirations for sport and leisure in Manchester and to use this information to help shape the final vision and strategy.

3.4.2 It is proposed that an extensive programme of consultation is undertaken running for 8 weeks from late January / early February. Information relating to the consultation about the Sport and Physical Activity Strategy will be made available at www.manchester.gov.uk/consultations with a summary of the work carried out to date and links to supporting documents easily accessible. Specifically, residents will be directed to a bespoke web page dealing with the consultation. Hard copies of the specific consultation will also be made available in Council facilities across the City, and specialist formats will be made available on request (including alternative languages, Braille and large print).

3.4.3 There are a number of guiding principles that will be used throughout the communications, consultation and engagement on the strategy:

- Consultation will draw out some of the personal stories and provide the opportunity for a personalised conversation around the future of Sport and Leisure provision.
- More detailed response is required from partners and stakeholders but there is a need for a broader participative conversation with residents.
- A qualitative response is more important than quantity. We are not looking for a percentage of residents agreeing or disagreeing with the strategy but a qualitative response and conversation about residents' views.

- A variety of channels will be used to engage people in the conversation.
- Communication needs to be clear, exciting and engaging with no jargon. It should be less about strategy and more about actions.
- The engagement needs to look and feel “Mancunian” and create a sense of ownership from residents, partners and stakeholders.

3.4.4 A range of approaches will be taken to consultation ensuring the best use of the online resources alongside more traditional methods such as workshops and paper based questionnaires. A snapshot of the stakeholders and different methods of consultation are captured overleaf:

Audience	Method of Consultation
Individual residents	<ul style="list-style-type: none"> • Extensive use of social media to communicate key messages. • Use Blogs and Twitter question and answer sessions for more discussion on individual themes. • Use on-line and paper-based questionnaire via key locations. • Suggest residents pick the priority or theme that is most important to them from the Strategy by placing voting boxes in high footfall Council and partner locations.
Friends of Parks and community representatives	<ul style="list-style-type: none"> • Targeted workshop sessions in various geographical locations (North South and central) to allow local attendance.
National and Regional Organisations such as Sport England and Greatersport	<ul style="list-style-type: none"> • Formal briefings followed by bespoke workshop sessions. • Partners and key stakeholders will all be asked to share messages on their own social media.
All	<ul style="list-style-type: none"> • Creation of a #hashtag that will be used to identify campaign e.g. #MyMCRSportandLeisure

3.4.5 All MCC Sport and Leisure employees will be briefed and made aware of the channels available for collecting and recording responses from residents. Residents who contact the Council will be offered an assisted digital recording of comments on the consultation via the operators in the Customer Contact Centre. In addition, any consultation related enquires, complaints and comments received by Members and Officers will be logged, responded to and incorporated on a case by case basis.

3.5 Next Steps

3.5.1 Subject to the approval to hold a public consultation, the following is a draft timetable for the development of the strategy:

- Develop the consultation materials and process with the Council’s Corporate Communications Team – December 16 / January 17
- Launch of public consultation – late January 2017
- Consultation ends – end of March 2017

- Review of all information from the consultation process – April / May 17
- Production of draft strategy – June 17
- Adoptions of final draft strategy – July 17

4 Leisure Centre Contracting Arrangements beyond 2018

4.1 The Council's current leisure operating contract with GLL for the operation of the facilities listed below ends on 31st March 2018. As part of that contract the option to extend for a further 2 years is available to us, as is undertaking a full procurement process to consider possible arrangements from 1st April 2018 onwards for a longer term (possibly 10 years).

4.2 Contract Scope

4.2.1 The current facilities forming part of the leisure contract with GLL include as follows:

- Abraham Moss Leisure Centre
- Northcity Family and Fitness Centre
- East Manchester Leisure Centre
- Ardwick Sports Hall
- Manchester Aquatics Centre
- Moss Side Leisure Centre
- Hough End Leisure Centre
- Arcadia Library and Leisure Centre
- Wythenshawe Forum Leisure

4.2.2 The scope of the current contract is under review, considering the inclusion (i.e Active Lifestyles Centre) or removal of certain facilities. Furthermore, it is intended to hold a separate procurement process for the future operation of Debdale Outdoor Centre (given the specialist nature of the facility) and to continue with the existing arrangements for Broadway Leisure Centre and Withington Leisure Centre. It is proposed to continue to work with the existing operators of these facilities and negotiate / consider longer term lease arrangements given the success they have achieved over the last two years.

4.2.3 There is also interest from a small number of schools who are considering if they wish to join the procurement process and test the market for the operation of the community sport and leisure facilities available on school sites.

4.2.4 In addition, we will continue to explore opportunities with Greater Manchester authorities to collaborate more effectively, improve the service offer and drive efficiency across the region. Whilst many authorities are at different stages with their contracting arrangements, opportunities for collaboration around sharing back office resources such as finance and audit, could exist in future years.

4.3 Review of the existing contract

4.3.1 A full options appraisal is currently being undertaken and this appraisal will cover the following areas:

- SWOT analysis and case studies of delivery options available in the market, to provide a baseline from which to assess Manchester-specific solutions (including Local Authority Trading Companies, Trust models, private operators, in-house and Community Asset Transfers);
- Overview of previous governance review and procurement rationale, identifying objectives and extent of progress / rationale for further review;
- Benchmarking of current performance, against comparator data from other Cities (where available) and against market experience;
- Identification of key drivers / objectives for future provision, against which options can be evaluated – including health, sport, education, economic etc.;
- Evaluation of future delivery options against agreed objectives, with a recommendation of the preferred option(s);
- Identification of implementation plan and timescales.

4.3.2 In considering future options, an understanding of whether a mixed economy or 'single provider' is the most appropriate solution and consider the implications of increasing coordination at a Greater Manchester level will be considered. For example, future flexibility will be an important consideration in enabling the Council / leisure operations to be responsive to the GM health agenda and ensure it remains 'fit for purpose' in the future.

4.4 Timeline

4.4.1 The following is an outline of the process we will undertake:

- Appraisal of current arrangements (Nov 16 – Jan 17)
- Develop new service specification (Jan – Feb 17)
- Report to Executive indicating recommendations (Feb 17)
- Prepare procurement paperwork (Feb – March 17)
- Procurement process (April to October 17)
- Review of submissions (November 17)
- Report to Executive (December 17)
- Implement any change in operator (subject to process outcome – Jan end March 2018).
- New arrangements commence (April 1st 2018)

5. Conclusion

5.1 Sport and Physical Activity participation levels in Manchester are strong, however a new approach is required to reach the most inactive and hardest to reach residents. By taking an Our Manchester approach to service development and delivery, shaped by a new sport and physical activity strategy and implemented in part through re-contracting of our Leisure Centres, the opportunity is available to achieve even greater outcomes for residents than we are at present.