

Manchester City Council Report for Resolution

Report to: Communities and Equalities Scrutiny Committee – 24 May 2018
Executive – 30 May 2018

Subject: Future Leisure Arrangements

Report of: Deputy Chief Executive, Growth and Neighbourhoods

Summary

In July 2017, the Executive endorsed the recommendations of the sport and leisure review carried out in early 2017 and agreed to: 1) develop a new Sport and Physical Activity Strategy, 2) develop the detailed design of Manchester Active, and 3) undertake a full procurement exercise to assess the full costs and benefits for the delivery of operational arrangements for 20 leisure facilities. Progress against these areas of work was given at the March 2018 Executive and furthermore, agreement was given to extend the two existing Sport and Leisure facility operating contracts with; Eastlands Trust (for the National / Regional Sports Centres of Excellence) and GLL (for the Community Leisure Centres). This extension was for a minimum of a further 3 months and maximum of 6 months, to enable the procurement process to be concluded and to implement the transitional arrangements. This report provides the outcome of the work summarised above and provides details of the transitional arrangements required to implement the above work.

Recommendations

The Executive is recommended to:

1. To consider and note the findings from the strategy engagement and consultation and approve the adoption of the proposed vision, strategic themes and actions to deliver the strategy over the next 10 years.
2. Delegate authority to the Strategic Lead (Parks, Leisure and Events) in consultation with the Executive Member for Schools, Culture and Leisure and Deputy Chief Executive, to complete the production of the strategy document for communication with residents, visitors, partners and businesses.
3. Agree to the governance arrangements proposed for implementing the strategy (Manchester Active) and note the decision to be taken by the City Treasurer and Deputy Chief Executive, Growth & Neighbourhoods, in consultation with the Executive Member for Schools to award a contract to Manchester Active in June.
4. To note the analysis undertaken on the Leisure Centre arrangements and the decision to be taken by the City Treasurer and Deputy Chief Executive, Growth & Neighbourhoods, in consultation with the Executive Member for

Schools to award a contract in June, subject to consent from relevant stakeholders.

5. Delegate authority to the City Solicitor to enter into, complete and execute any documents or agreements necessary to give effect to the recommendations in this report.

Wards Affected:

All Wards within the city

Our Manchester Strategy Spine	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Sport and Leisure is a key economic driver within the city not only as an employer, but also in attracting inward investment to underpin a wide range of key sectors in the city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The Sport and Leisure sector provides significant opportunities for training, development, apprenticeship programmes and volunteering. This contributes meaningfully to employment within the Manchester economy.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Sport and Leisure services are at the core of neighbourhoods and they create significant opportunities for all communities within the city to engage actively and energetically.
A liveable and low carbon city: a destination of choice to live, visit, work	Sport and Leisure provision has made a strong commitment to environmental sustainability through investment to modernise the estate. This is embedded within the management of the existing estate and the plans for the refurbished and replacement leisure facilities over the next five years.
A connected city: world class infrastructure and connectivity to drive growth	The Sport and Leisure sector has over the last twenty years already invested significantly in new assets that have helped drive the city's growth agenda. The new Strategy seeks to deliver new high quality assets across the city that will continue to support our growth ambitions over the next decade.

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
 - Risk Management
 - Legal Considerations
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Financial Consequences – Revenue

The revenue consequences associated with the implementation of these changes will enable the City Council to achieve the proposed saving of £650k in 2018/19 and a further £300k from 2019/20. This is subject to the satisfactory conclusion of the VAT assessment and the contract fee for the leisure contract being smoothed over the term of the contract.

Financial Consequences – Capital

There are no immediate capital financial consequences arising as a result of these proposals as any minor capital works to be undertaken by the leisure contractors are built into their business plans for operating the venues. Any future major capital projects for sport and leisure will be considered separately on a case by case basis.

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Background documents (available for public inspection)

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Executive Report – Leisure Arrangements – 7th March 2018, item 14.
- Comparator Model Assessment report – March 2018.
- Executive Report – Sport and Leisure Arrangements – 2018 onwards, 26 July 2017, item 6.
- Executive Report, Future Delivery of Indoor Leisure Services, 18 June 2014, Item 8.
- Neighbourhoods Scrutiny Committee Report – Indoor Leisure Contract, 4 March 2014, Item 7.
- Executive Report, Leisure Trust Governance and Management Review, 18 December 2013, Item 9.

1.0 Introduction

- 1.1 A review of the arrangements for Sport and Leisure across Manchester was completed in 2017. The review concluded the need to progress three key pieces of work, including:
- Development of a revised Sport and Physical Activity Strategy for Manchester;
 - Development of new Governance arrangements - the detailed design of the new vehicle responsible for implementing the Strategy (Manchester Active); and,
 - New service delivery arrangements - the procurement of a new operating arrangement for the 20 large scale Council owned indoor leisure facilities, via two lots; Lot 1 – Elite and Community facilities and Lot 2 – Wythenshawe Forum Leisure and Facilities Management. Lot 1 is a contract being let by the Council and Lot 2 is a contract being let by Wythenshawe Forum Trust.
- 1.2 This report provides the outcome of all these elements, which contribute to the proposed new (single system) model for Sport and Physical Activity in Manchester. This approach seeks to build on the existing strengths across the sector and realise the ambition of making Manchester a more active city, whilst reinforcing the City's reputation as a global city of sport.
- 1.3 The new single system for sport and physical activity in Manchester is seeking to ensure clarity of purpose for all involved, to simplify strategic and operational arrangements and to provide the golden thread between resident engagement, the strategic objectives and what residents experience in our neighbourhoods. The core elements of the single system include:
- **Co-investment** – Collaborating across the three major public funders of sport and physical activity (Health, Sport England and Manchester City Council) to co-invest to achieve the best outcomes for residents.
 - **Strategy & Partnerships** – A revised Sport and Physical Activity Strategy overseen by new governance arrangements and new cross sector partnerships.
 - **Manchester City Council** – A streamlined role for the Council - focused on getting the resources into the right organisations who can make the biggest impact in communities.
 - **Manchester Active** – A not for profit organisation, established by the Council, responsible for implementing the Sport and Physical Activity strategy on behalf of the Council.
 - **Leisure Centre Operator** – new contracting arrangements focused on sharing operational and financial risk, whilst bringing to bear the expertise of credible national operators who can drive the quality, efficiency and innovation, which is required to deliver the strategy.
 - **Residents** – Engage residents in line with the “Our Manchester” principles, more proactively and more effectively.

2.0 Sport and Physical Activity Strategy

- 2.1 The Manchester Sport and Physical Activity Strategy is the result of a detailed engagement and many conversations with residents. It provides the vision for sport and physical activity in Manchester and provides a summary of the work required to deliver the vision, the success factors and strategic outcomes through seven strategic themes. The strategy provides a new narrative and focus for partners, residents and communities and will be guided by the Our Manchester principles which will shape behaviour and the actions of all who have a role and stake in the delivery of the strategy.
- 2.2 Over the summer of 2017 the Council commenced an extensive engagement and consultation on a revised strategy for Sport and Physical Activity. 2,266 people, which included residents from every ward across Manchester joined in the conversation. The detailed findings used to inform the development of the strategy can be found in appendix A. Thirteen focused engagement events targeted at under-represented residents; from disabled groups, BAME groups, Young People groups, Older People and LGBT groups were also held attracting 155 residents. Feedback from these sessions can also be found in appendix A. The headline summary of that work, (which has been used to develop the identified actions) is provided as follows:
- a. Lack of time (43%), lack of money (23%) and availability / timing of sessions (22%) are the biggest barriers to being active.
 - b. Both the active and inactive want to get active and or be more active - two out of three respondents felt they wanted to be more physically active than they currently are.
 - c. Provision needs to be local, accessible and easy to find out about.
 - d. People would prefer to find out about sport and physical activity through social media and internet searching / apps – but not exclusively.
 - e. Most popular activities are Walking (52%), Fitness and Gym (39%), Swimming (30%), Running (28%), Cycling (27%).
 - f. Most common request for a specific activity was more “local, regular park based running and walking activity”.
 - g. Some faith groups told us that the timing of provision, working hours and location of venues are key barriers to participation – preferred location and time of activity would be after prayers at the same venue.
 - h. More family based activities would appeal to a large number and type of resident groups.
 - i. Knowledgeable, well trained staff are essential to better understand groups with specific needs, in order to create a positive experience (especially for groups with protected characteristics).
 - j. Most popular reason for undertaking sport and physical activity were fitness and health, fun, weight loss and social reasons.
- 2.3 **Vision** - The proposed vision set out below has been established based on feedback from the engagement and consultation work and has been developed in collaboration with 39 stakeholders from across the sport and physical activity sector in Manchester. This vision underpins the high level aims and commitments set out in the Our Manchester Strategy:

- a) We will be a city recognised for its high quality of life, with improved green spaces and access to world-class sports, leisure and cultural facilities; and,
- b) We will invest in cultural and sports facilities for the benefit of the city's residents and to improve the city's international attractiveness.

The proposed vision is:

To establish Manchester in the top flight of world class sport cities, with all residents active across the life course, helping to transform their health and well-being.

2.4 Guiding Principles - The stakeholders have agreed that the Our Manchester principles of: Better Lives – it's about people, Listening – we listen, learn and respond, Recognising strengths of individuals and communities – we start from strengths, and Working Together – we build relationships and create conversations, will be adopted as the guiding principles for Manchester's new Sport and Physical Activity Strategy and will be used to guide the way all partners in Manchester will collaborate to achieve the vision and success measures.

2.5 Themes - Seven strategic themes were consulted upon and the 2,266 responses provided overwhelming support (89.5%) for these themes proposed. A number of suggestions were made to modify some of the themes to enable greater clarity of focus on some specific challenges and opportunities. Given this, further engagement with stakeholders was undertaken and the proposed themes have now been adjusted to take account of that engagement, these are set out below. In addition the over-riding message from residents was that the strategy should be inclusive and encourage as many people as possible, from all sections of the community – especially those under-represented (older people, disabled people, women and girls) to be involved in sport and physical activity (the widening access agenda).

	Original Theme	Revised Theme
1	Getting more people active.	Encourage residents who are currently inactive to become regularly active.
2	Helping young people enjoy being young and healthy.	Helping young people enjoy being active, healthy and reach their potential.
3	Supporting active people to remain active.	Sustain and increase adult participation in sport and physical activity.
4	Hosting world-class sporting events and inspiring people.	The home of world-class sport that inspires people.
5	Creating great places to be active.	Creating great places to be active.
6	Making it easy and accessible to be active.	How we communicate and engage with all residents.
7	Having people to motivate us.	A skilled, motivated and valued workforce (employees and volunteers).

“We Will” Actions

- 2.6 To address the challenges identified through the consultation, the following actions have been developed through consultation with stakeholders and residents. These are the proposed actions the sport and leisure sector will work with residents, communities and partners to deliver over the next ten years.

2.6.1 **Strategic Theme 1 - Encourage residents who are currently inactive to become regularly active.**

This theme is about supporting a decrease in the percentage of people physically inactive, with a particular focus on underrepresented groups – for example, disabled residents, women and girls and older people.

Strategic Theme 1 - Encourage residents who are currently inactive to become regularly active: Manchester City Council, Manchester Active together with residents, local communities and partners will:	
1	Co-produce new community led initiatives with resident led groups and embed sport and physical activity as part of a place based integrated services approach in priority areas within the city (people on low incomes and inactive people).
2	Place physical activity at the heart of health related initiatives such as social prescribing approaches across the city.
3	Ensure the sport and physical activity offer available is diverse, inclusive, affordable, accessible, and is tailored towards tackling the main barriers of participation (e.g. lack of time, lack of money, availability and timing of sessions) particularly amongst under- represented groups.

2.6.2 **Strategic Theme 2 - Helping young people enjoy being active and healthy, and reach their potential.**

This theme is about supporting children and young people to have the best start in life (aged 0-18), to enjoy taking part in sport and physical activity and support their all-round wellbeing, to reduce childhood obesity, and to help provide the skills that will help them to reach their potential in life through sport and physical activity.

Strategic Theme 2 - Helping young people enjoy being active and healthy, and reach their potential Manchester City Council, Manchester Active together with residents, local communities and partners will:	
4	Embedding physical literacy into young people’s lives (0-5s) through parental education , through Early Years settings , and through raising awareness and education for the Early Years workforce.
5	Tackle childhood obesity by helping all children in Manchester enjoy an hour of physical activity every day through a range of interventions, i.e. the daily mile.
6	Create a connected and visible city based talent system ensuring those young people with talent are supported to reach their full potential in sport, either as a participant, volunteer or coach.

2.6.3 **Strategic Theme 3 - Sustain and increase adult participation in sport and physical activity.**

This theme is about growing participation amongst adults and ensuring that those already participating in sport and physical activity remain doing so.

Strategic Theme 3 - Sustain and increase adult participation in sport and physical activity: Manchester City Council, Manchester Active together with residents, local communities and partners will:	
7	Support programmes and activities with mass appeal (e.g. Great Manchester Run), work with open data, embrace technology, and different partners who can open new opportunities, in order to help sport and physical activity become part of everyday life.
8	Develop a new suite of sports specific plans, which help to grow and sustain high quality sports clubs and results in additional resources leveraged.
9	Encourage self-sufficient physical activity habits by working to increase the amount of family friendly sessions and local, free / low cost, regular, volunteer led programmes and activities in local facilities such as parks and community venues.

2.6.4 **Strategic Theme 4 - The home of world-class sport that inspires people.**

This theme is about actively supporting high performance sporting success in the city, ensuring the maximum sporting, social and economic benefits in return.

Strategic Theme 4 - The home of world-class sport that inspires people: Manchester City Council, Manchester Active together with residents, local communities and partners will:	
10	Position the Etihad Campus as a global leading sports and innovation zone that becomes home to an increasing number of sports organisations resulting in a global sporting knowledge capital and economic driver for continued regeneration in East Manchester and the City more generally.
11	Position Manchester to be known as a global sporting headquarters through improving our world class facilities, continuing to host major sports events, becoming the home of more GB / National Squads, supporting more performance sports clubs, and supporting world class coaching, which connects and creates opportunities for residents, contributing to the continued economic growth of the city.

2.6.5 **Strategic Theme 5 - Creating great places to be active.**

This theme is about developing more active and sustainable environments and communities.

Strategic Theme 4 - Creating great places to be active - Manchester City Council, Manchester Active together with residents, local communities and partners will:	
12	Continue to invest significant resources to develop and sustain a world class facilities infrastructure over the next 10 years as identified within the suite of facility strategies for indoor and outdoor facilities.

13	Widen access to and activate all of the existing 803 sport and leisure facilities , including local parks, community assets, local sport and leisure centres and work to open up more school facilities beyond the school day. This includes the use of faith centres, community centres, and GP surgeries and exploring the timing of sessions (including increased opening times), whilst building on the success of the existing approach to community asset transfers.
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2.6.6 **Strategic Theme 6 - How we communicate and engage with residents.**

This theme is about placing residents at the centre of everything we do by ensuring we get the right message to the right person in the right way to make it easy to find out about opportunities. It's also about giving residents and local Councillors a local voice in the way in which local provision is provided and developed.

Strategic Theme 6 - How we communicate and engage with residents - Manchester City Council, Manchester Active together with residents, local communities and partners will:	
14	Create 12 “locality active networks” encouraging collaboration amongst residents, members and partners to inform communication priorities and provide leadership and coordination to local provision. These networks will be directly connect to ward coordination and to new governance arrangements for city wide sport and physical activity in Manchester.* (see below)
15	Build a single communications platform and single user account, enabling one central digital location for sport and physical activity information in Manchester and ensuring local residents can be communicated to in a seamless way and to link participation opportunities to their individual interests

* The 12 locality active networks model will be aligned to the emerging administrative model for Health and Social Care, but importantly will work directly with ward co-ordination and neighbourhood teams.

2.6.7 **Strategic Theme 7 - A skilled, motivation and valued workforce (employees and volunteers).**

This theme is about developing a fit for purpose workforce for the future, with the skills to support the least active to get active, to grow and sustain people's interest in sport, and to support elite success. In doing this will provide employability skills, create jobs, and other individual benefits to those engaged.

Strategic Theme 7 - A skilled, motivation and valued workforce - Manchester City Council, Manchester Active together with residents, local communities and partners will:	
16	Develop a coordinated city-wide Training Hub which provides CPD resources and training to help upskill the sector workforce. The hub will co-ordinate new apprenticeship opportunities, a programme of peer mentoring, work closely with the student sector to link training and work opportunities and create a new coaching framework for Manchester.

17	Grow the volunteer base by working closely with and to the strengths of residents, utilizing platforms such as MCR VIP to identify, recruit, train and deploy more volunteers in sport and physical activity opportunities.
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Outcomes and Success Measures

2.7 The outcomes from the new strategy will be measured in accordance with the Our Manchester Strategy (as described in section 2.3 above). These will be tracked against three high level activity measures, these are

- The number of people regularly participating in sport and physical activity (as measured by the Active Live Survey).
- Utilisation of sport and leisure facilities across the whole sector.
- Resident take up of the Manchester Active offer.

In addition, the Strategy will contribute to the five outcomes identified in the Government's Sport Strategy and adopted by Sport England, which are set out below, however it should be recognised that there is more work to do on the detail of our outcome framework in the coming months.

Outcomes	
Physical Wellbeing	Aiming to get more people, more active year on year – meeting Chief Medical Officer guidelines. Achieving a year on year decrease in the number of inactive people and reducing disparities between different areas of the city.
Mental Wellbeing	Contribution towards local mental wellbeing to age friendly objectives.
Individual Development	Contribution towards improved levels of school readiness, educational attainment and skills and employability.
Social and Community Development	An inclusive approach, contributing to addressing social isolation and an increase in levels of volunteering.
Economic Development	Increased value of sport to the local economy and increased employment opportunities.

Strategy Document Production

2.8 The final public facing strategy document will be completed in the Autumn of 2018 and will be designed to be user friendly and jargon free, presenting the key messages in a summary document focusing on the vision, outcomes, success factors and strategic themes. The design will reflect the emergence of the "Manchester Active" brand identify and the strategy will be provided in digital and paper form. There will be "priorities at a glance" / "plan on a page" to extend the reach across a range of audiences including residents who are both active and inactive to assist with communicating the key messages.

- 2.9 An Action Plan will be developed and reviewed annually to sit alongside the Strategy. Stakeholders from across the sector will be engaged in the development of the Action Plan and clear Key Performance Indicators (KPI's) will be developed collaboratively to measure the sectors impact. The KPI's will be developed within the first 6 months.

Strategy Implementation and Governance

- 2.10 To ensure the strategy is implemented effectively, and to ensure appropriate governance arrangements are in place to monitor the impact, the strategy will be delivered by:
- Establishing the new strategic vehicle – Manchester Active, to implement the strategy on behalf of the Council. Details on Manchester Active and its governance can be found in section three of this report.
 - Re-aligning and channelling resources through Manchester Active to deliver the action plan and priorities created using the Our Manchester approach with residents and partners.
 - Jointly investing Council resources along with Sport England and Health to maximise outcomes by taking a new approach with the resources available, ensuring these resources reach the front line in areas of most need.
 - Working closely with existing and new residents, local members, stakeholders and businesses. The consultation told us that residents would like to take a more active involvement in decision making and therefore a new approach to locality based community engagement will be rolled out creating a new vibrant community active network directly connected to the Council and the Manchester Active board.
 - A number of sport, physical activity and health strategic plans which will support delivery of the overarching strategy will be implemented, including: Playing Pitch Strategy, Indoor Leisure Strategy, Events Strategy, Parks Strategy, School Sport and PE Strategy and Population Health Plan.

Next Steps

- 2.11 The following next steps and associated timeline is provided for information
- Production of final public facing strategy document – hard copies and e-copies available to residents at key public buildings and distributed to Councillors, stakeholders and voluntary sector partners - By September 2018.
 - Distribution of summary version – By September 2018.
 - Development of the 10 year Action Plan – By September 2018
 - Public launch of strategy – October 2018.
 - Monthly newsletter indicating strategy progress – January 2019 onwards.
 - One year strategy review – October 2019.

3.0 Manchester Active

- 3.1 The strategic sport and leisure review carried out during 2016 / 2017 identified the need for a new over-arching sport and physical activity strategy. Given that this new strategy is now developed in draft form, we then needed to consider

how the strategy would be most effectively delivered. This involved us considering a range of options for the best vehicle to deliver it, and in July 2017 the Executive agreed to the recommendation made to progress the detailed design of Manchester Active as the vehicle for delivering the strategy. Whilst this principle was agreed, the design of Manchester Active has been carried out using an Our Manchester approach to guide its development. A total of 39 organisations have been involved in the design process and the key findings of the Sport and Leisure review and key themes drawn out from the Sport and Physical Activity Strategy consultation have been used to inform its design (see appendix 2).

- 3.2 Following the Executive's agreement in July 2017 to the principle of Manchester Active and the design process followed, it is proposed that the most effective option for delivery of the strategy was for Manchester Active to be a non-profit organisation formalised by the Council. The Council will contract with Manchester Active to implement the adopted Sport and Physical Activity Strategy on behalf of the Council and oversee the delivery of the 17 identified "we will" actions. Manchester Active will also develop the plans which underpin the strategy and broker and facilitate relationships which will deliver it.
- 3.3 It is proposed that the contract between the Council and Manchester Active will be for an initial term of 10 years. During this period Manchester Active will provide leadership and a common narrative for sport and physical activity in Manchester, working with the whole sport and physical activity sector to activate all 803 sport and leisure facilities that exist across Manchester – not just the Council's.
- 3.4 The intention is to create a unified voice, bring coherence, simplicity and connectivity to the sport and physical activity landscape, whilst helping to translate and facilitate connections to other sectors and vice versa to support actions against shared priorities. Manchester Active will be seeking to encourage genuine collaboration and co-design of services to get people active - It will develop and share insight, help to identify the strengths of organizations and to share the good practice across the network and help ensure the development of a workforce fit to deliver the strategy.
- 3.5 The Council will still be responsible for taking key decisions in relation to agreeing any plans and the deployment of Council resources and this will continue to be reviewed in line with budget setting cycles. Specifically the Council will make decisions on investment into Council owned assets, charging policies, programming policies and service provision within neighbourhoods. The Council will also have a stake in overseeing a new single commissioning framework, which will be seeking to a) engage the inactive, b) increase participation in regular sport and physical activity, c) support talented athletes, develop coaches and volunteers and d) promote events which support local, national and international objectives.
- 3.6 There are a range of benefits to the Council by taking the proposed approach to establish Manchester Active. These benefits include the following:

- **Getting more people active** - The Council, Sport England and Health (the main bodies distributing public funding) will be better placed to jointly invest to achieve an increase in participation rates.
- **New ways of working** - Provide the platform for a new relationship through which these main bodies responsible for sport, physical activity and population health can work together, test new approaches and scale successes.
- **Activating the whole sector** - Provide the most effective platform through which to activate the 803 sport and leisure facilities that exist across Manchester.
- **Co-commissioning** - Provide new opportunities for co-commissioning between these bodies.
- **Resources** - Provide a new platform for resource leverage from a range of national, regional and local organisations, whilst more effectively deploying available resources to make the biggest possible difference in neighbourhoods.
- **Streamlined** - Simplify the existing arrangements, providing clarity of purpose for all involved and where possible combining resources to deliver local priorities.
- **Improved Communication and engagement** - Provide the most effective and simple mechanism through which local residents can be engaged and communicated with.

3.7 Clear governance arrangements will be established to ensure Manchester Active is governed in the most appropriate way and remains responsive to the Council, local residents, funders and partners. The Council will exercise its influence over Manchester Active in four clear ways:

- a. A services contract between the Council and Manchester Active,
- b. A company board chaired by the Council with the Council appointing directors.
- c. By being held to account by the relevant Council Scrutiny Committees and Executive meetings – key decisions relating to adoption of plans, pricing, programming, building modifications and resourcing will be made by the Council.
- d. Through the deployment of Council Officers such as the Strategic Lead for Parks, Leisure and Events who will lead the company, whilst retaining responsibilities and duties for the Council for Parks and Events.

3.8 A clear performance management framework and KPI's linked to the new Sport and Physical Strategy will be established within the first 6 months. The default position for the company in the event of failure to achieve the optimum outcomes will be back to the City Council.

3.9 Whilst the Council has been taking the lead role in formalising Manchester Active, detailed workstreams have been led in close collaboration with the Eastlands Trust (ET) and Wythenshawe Forum Trust (WFT). Four identified working groups have been established to progress the design process. These include: **1) Legal and Procurement, 2) Finance, 3) People, 4) Service /**

Operations. The outcome of the work progressed via these workstreams is set out below.

- 3.9.1 **Legal and Procurement** – Following detailed legal advice both internally and independently, a services contract progressed between the Council and Manchester Active under a teckal exemption (i.e. without a call for competition, as would otherwise be required) has been determined as the most appropriate route for the Council to take. To create Manchester Active, a modification, redesign, repurpose and name change of the existing Eastlands Trust (an existing company, where the Council is the only Member) is proposed. New articles of association will also need to be drafted. The Council will chair the organisation and will have two Directors, the Council will be joined by Directors from Sport England (x2) and Health (x1). Both Sport England and Health colleagues have confirmed support for this approach. A number of other legal changes are being progressed to enable current and future obligations to be met. The rights and obligations of Sport England, contained within two MOU's, first drafted as part of the 1999 agreement in respect of the then City of Manchester Stadium (now Etihad Stadium), and separately the Velodrome, were updated and captured as part of the 2011 MOU variations. These rights and obligations will be protected under the new arrangements. British Cycling (who currently are on the board of the Eastlands Trust) have confirmed they do not require involvement in the Manchester Active governance arrangements and will therefore step off the board, however they will remain involved in the oversight of operating arrangements at the National Cycling Centre.
- 3.9.2 **Finance** – The budget for Manchester Active will be provided from a range of sources, but crucially the funding provided to it will be contained within the existing budget that the Council has for Sport and Leisure Services. No new level of investment is required. A working budget of **£3.7m** per annum is being reviewed, this is subject to the satisfactory conclusion of a VAT assessment. The budget includes **£535k** per annum from the Council's mainstream budget and other sources including Etihad Stadium rental funding, Public Health, various external grant funding arrangements and schools income.
- 3.9.3 **People** – To form Manchester Active, initially 44 full time equivalent staff will be brought together from three different organisations including; the Council's Sport and Leisure Team, the remaining Eastlands Trust staff who are not to transfer to the new operator of the Council's sport and leisure facilities and staff from Wythenshawe Forum Trust who are currently deployed with a locality working remit across Manchester. Unions have been engaged in the process and will support all employees where a TUPE transfer will occur, largely with the Council's Sport and Leisure Team. A key objective of the new organisation will be to develop the right organisational culture, which will be embodied within its workforce. To support this objective, utilising resources such as the Our Manchester Experience, the Council's behaviour framework, the Council's "About You" support process and adopting the Our Manchester behaviours and four key principles will really assist with the approach.

- 3.9.4 **Service / Operations** – Consideration is being given to review resources sharing between the Council and Manchester Active. For example – legal, finance, HR, Audit, IT etc. are some of the areas where discussion is occurring to understand the most efficient model. Work is ongoing to ensure the implications of the new GDPR legislation and how this impacts on Manchester Active and Sport England's engagement with it. Whilst the principle of Open Data arrangements is in place, clarity on the collective obligations in relation to GDPR will be set out in the service contract between the Council and Manchester Active.
- 3.10 Relevant Officers from the Council will be seeking to make a contract award to Manchester Active in June, subject to the completion of a VAT assessment, which is currently underway. This is a Key Decision and is listed on the Register of Key Decisions (Ref: 2017/10/24C).

Next Steps

- 3.11 The following next steps and associated timeline is provided for information:
- Draft and agree Articles of Association for Manchester Active – by end of June 2018.
 - Draft and agree revised MOU's with Sport England – by end June 2018.
 - Develop the service contract between the Council and Manchester Active – by end of June 2018.
 - Conclude VAT assessment – by end of May 2018.
 - Continue to engage with staff and unions (as appropriate) - on going until implementation.
 - Determine potential arrangements for resource sharing between the Council and Manchester Active – end of June 2018.

4.0 Sport and Leisure Provider Network

- 4.1 A total of 803 individual sport and leisure facilities exist in Manchester, ranging from a local parks tennis court to the Manchester Velodrome. There are over 100 facility providers, including the Council, schools, colleges, universities, sports clubs, other VCSE organisations and private providers. It remains the ambition and a key driver for Manchester Active that this provider network works together in a new way to ensure all facilities, not just those owned by the Council are further activated, creating a new movement towards a more active Manchester and widening access for all residents. Manchester Active will be responsible for placing a much greater emphasis on activating the obligations set out in various Section 106 Planning agreements, lease arrangements and community use statements. Additionally Manchester Active will monitor the performance of the Leisure Centre contracts and ensure the service offer in Council owned facilities is being fully developed to reflect the changing needs of communities and Manchester residents.

5.0 Leisure Centre Contracting Arrangements

- 5.1 Outlined to the Executive in July 2017 was the case for change to our current contracting arrangements, which are currently managed in a number of ways – 1) direct management of two community facilities – Debdale Outdoor Centre and Active Lifestyles Centre, 2) a service contract to GLL for management and operation of 9 community leisure centres 3) a service contract to Eastlands Trust for the management and operation of 8 national / regional sports centres, 4) grant funding arrangement to the Wythenshawe Forum Trust, who appointed GLL to manage and operate the Forum Leisure and facilities management arrangements. The strategic sport and leisure review carried out in 2016 / 2017, identified that this current approach was a complex one that made widening access to provision challenging and confusing to residents. The review also included an options appraisal of alternative delivery models which informed the decision that a tender exercise for new contracting arrangements for 20 leisure facilities was the most appropriate way to deliver the Council's desired outcomes. The review also identified the need for greater co-ordination of the sport and leisure offer, one that considered the entire facility provision across Manchester (803 facilities) and the significant provider network of facilities (over 100 providers) and therefore, simplified provider arrangements are needed to achieve this.
- 5.2 Further to the information provided to the Executive in March earlier this year, three bids were received by the Council from leading national facility operators, including Better Leisure (GLL), More Leisure (Serco) and Everyone Active (SLM) for the management and operation of the Council's Elite and Community Sport and Leisure Facilities (Lot 1). Three bids from the same operators were also received by the Wythenshawe Forum Trust for the management and operation of Forum Leisure and Facilities Management arrangements (Lot 2). The facilities in scope are set out in appendix 3. Both contracts are for a period of 9 years and 9 months, starting this summer (date subject to the agreement of all parties). In parallel with the tender exercise, officers have undertaken an assessment of the alternative delivery models identified in the 2016 / 2017 sport and leisure review. This has included reviewing factors such as: service delivery and innovation, flexibility and change, finance and risk, customer impact, workforce and ICT. The analysis and appraisal has been reviewed and validated with external input and has concluded that contracting with a national operator will offer the most advantageous approach to the Council.
- 5.3 Tender evaluation of both procurement exercises for Lot 1 and Lot 2 against a set criteria indicating the contractor's ability to deliver against the service specification and provisions set out in the Invitation to Tender (ITT) has been completed. The outcome of the tender exercise will be finalised in early June 2018.
- 5.4 **Lot 1 Contract Award** - Relevant Officers from the Council will be seeking to make a contract award in June, subject to the completion of a VAT assessment, which is currently underway and subject to the standstill period being observed. This is a Key Decision and is listed on the Register of Key Decisions (Ref: 2017/10/24B).

5.5 **Lot 2 Contract Award** - Relevant Officers from the Wythenshawe Forum Trust will be seeking to make a contract award in June, subject to the approval of the Wythenshawe Forum Board. Please note that this decision is not a Key Decision for the Council as the Wythenshawe Forum Trust is the contracting body.

5.6 Following the award of contracts there will be a mobilisation period of approximately 90 days, which will include adequate time for engagement with any employees in scope. The award of the leisure centre contracts and the contract to Manchester Active will contribute to the savings targets, which have been set out for the period 2018-20. This equates to £650k per annum from 2018/19 and a further £300k from 2019/20.

6.0 Summary

6.1 There is a compelling case for implementing the new single system for sport and leisure across Manchester as set out in this report. This system will provide a greater opportunity for implementation of city-wide vision and policy, it will facilitate partner engagement at appropriate levels and remove the potential for duplication of the existing individual functions. The new approach will contribute to the savings targets over the next two years and will also ensure our residents are more actively engaged with a strong voice to effect change. The approach will also ensure our high quality sport and leisure venues are capable of delivering much more for Manchester in terms of health and well-being, sport, education, economic growth, community and individual development and will maximize the contribution to the five strategic outcomes referenced in this report and the contribution that the sport and physical activity sector can make to the Our Manchester priorities and ambition.

7.0 Key Policies and Considerations

(a) Equal Opportunities

7.1 Resulting from changes in service providers, equality impact assessments will be carried out in relation to the indoor leisure contracting arrangements and staffing arrangements in respect of Manchester Active.

(b) Risk Management

7.2 The contract sets out a number of clauses to reduce any risks associated with the new delivery model.

(c) Legal Considerations

7.3 These proposals will require consent from a number of organisations such as Sport England and the Universities. Significant work on the legal arrangements will be required including entering into new arrangements for the provision of services, new leases and license agreements.

APPENDIX 1

SPORT AND PHYSICAL ACTIVITY CONSULTATION

1.0 Introduction

- 1.1 To inform the new strategy, an extensive city public consultation took place between 19th June and 13th August. The consultation involved an on-line survey, a hard copy survey and a series of focus groups with identified groups of people. The outcome and key findings of that work is summarised below.

2.0 Consultation – Survey Responses

- 2.1 A total of 2,266 survey responses have been received and analysis of the surveys resulted in the following findings:
- Surveys were received from all wards across Manchester.
 - 76% of responses were from residents aged 26 – 64.
 - 84% of responses were from residents identifying themselves as White British.
 - 61% of responses were from females and 36% from males, with 3% preferring not to say.
 - 89% either strongly agree or agree with the draft strategic themes.
 - More than half of respondents stated they do more than 2 hours sport or physical activity per week, with just under a third doing between 30mins-2hrs 30mins. 10% did less than half an hour per week.
 - The groups stating they did the most activity (more than 2hrs 30mins) were males (64%), those aged 16-25 (62%) and 65-74 (58%), and White (55%).
 - The groups who stated they did the least activity (less than 30 mins or none) were females (12%), those aged 40-64 (13%), Black (19%), Asian (17%) Mixed (17%), and those with a form of disability (22%).
 - Just over half of respondents currently take part in walking activities, while 40% do fitness work or go to the gym. Nearly one third of respondents take part in swimming, while more than one in five respondents currently take part in running, cycling and gardening.
 - More than one third of respondents stated that they enjoy fitness or physical health as something they enjoy the most about their sport/activity. 33% said it helped them with de-stressing / mental health; 23% said they enjoyed the fun or leisure element while 21% enjoyed the social aspect.
 - Two out of three respondents felt they wanted to be more physically active than they are currently.
 - The groups that had the highest proportion of respondents saying they would like to be more active were: Black (84%), Asian (77%), Gay / Lesbian (76%) and Secondary Carers (77%).

3.0 Headline Findings

- k. Lack of time (43%), lack of money (23%) and availability / timing of sessions (22%) are the biggest barriers to being active.
- l. Both the active and inactive want to get active and or be more active - Two out of three respondents felt they wanted to be more physically active than they currently are.
- m. Provision needs to be local, accessible and easy to find out about.
- n. People would prefer to find out about Sport and Physical Activity through social media and internet searching / apps – but not exclusively.
- o. Most popular activities are Walking (52%), Fitness and Gym (39%), Swimming (30%), Running (28%), Cycling (27%).
- p. Most common request for a specific activity was more “local, regular park based running and walking activity”.
- q. Some faith groups told us that the timing of provision, working hours and location of venues are key barriers to participation – preferred location and time of activity would after prayers at the same venue.
- r. More family based activities would appeal to a large number and type of resident groups.
- s. Knowledgeable, well trained staff is essential to better understand their needs and create a positive experience (especially for groups with protected characteristics).
- t. Most popular reason for undertaking sport and physical activity were fitness and health, fun, weight loss and social reasons.

4.0 Consultation

Targeted Workshops

- 4.1 Analysis of the survey responses identified a number of resident groups who were under-represented (in the survey). To address the under-representation in the survey, a city wide engagement programme was developed and delivered, which resulted in 13 workshops taking place at a range of local community venues attracting a total of 363 people. Groups from BME communities, older people and young people, people with disabilities were engaged at venues such as the Khizra & Shahjalal mosques, the Factory Youth Zone and Health & Well-Being Centre both in Harpurhey. The following timetable of workshops and engagement events aimed at achieving this.

Activity	Date	Audience & Venue	Participants
Workshop (sport specific)	Wednesday 19th July Evening	Sport Coaches@ The National Squash Centre	3
Workshop (Sport Specific)	Thursday 20th July Evening	Sport Coaches @ Broughton Park Rugby Club	9
Workshop (Third Sector)	Tuesday 25 th	Services users and staff @ Oasis community centre, Gorton	19
Learning Lunch	Wednesday 26th July 12.30-1.30	Staff @ Town Hall	4

Workshop	Friday 8th Sept	GM Coalition for Disabled People, Moss Side	7
Presentation & engagement	Tuesday 19th Sept	MLDP Disability Board Meeting, Cheetham Hill	16
Disability workshop	Thursday 21st Sept	Mcr People First, Cheetham Hill	19
Disability/ carers workshop	Saturday 23rd Sept	Himmatt: South Asian disability support group @ Inspire, Levenshulme	11
GM BME Conference & Workshop	Thursday 28th Sept	GM BME Conference @ The Thomas Centre	7
Friday Prayers engagement	Friday 6th Oct	The Khizra Mosque, Cheetham Hill	134
Workshop	Monday 10th Oct	Occupational & Physio Therapists, Hulme	8
Youth engagement	Monday 6th Nov	Factory Youth Zone, Harpurhey	53
Workshop (Sport Specific)	Thursday 9th Nov	Manchester Futsal Club	6
Workshop	Thurs 16/ 23rd Nov	E. Mcr Nordic Walkers	12
Friday Prayers engagement	Thurs 22nd Nov	Shah Jalal Mosque, Fallowfield	16
Young Sport Group	Friday 24th Nov	Levenshulme High School for Girls	21
Mental health support group & older persons exercise class	Monday 27th Nov	Harpurhey Health & Well-Being Centre	18

Analysis of workshops and engagement events

4.2 All the workshops and engagement events followed a similar approach; asking participants about the proposed themes for the future strategy and their personal experience of sport and physical activity. In line with the responses to the online survey, the feedback at these events endorsed the suggested themes. In addition to discussing the themes, participants provided us with strong and insightful comments based on their experiences of sport and physical activity in the city. The findings obtained at the workshops and engagement events has been combined with some of our existing insight which is set out the table below.

Barrier	Suggested Intervention
Disability groups	
Some feel that the social side of leisure time is as important, if not more so, than the physical or health benefit for people with disabilities or learning needs.	Provide disability group activities / sessions at existing support group venues. Community / 'Support group' taster sessions for disability group members

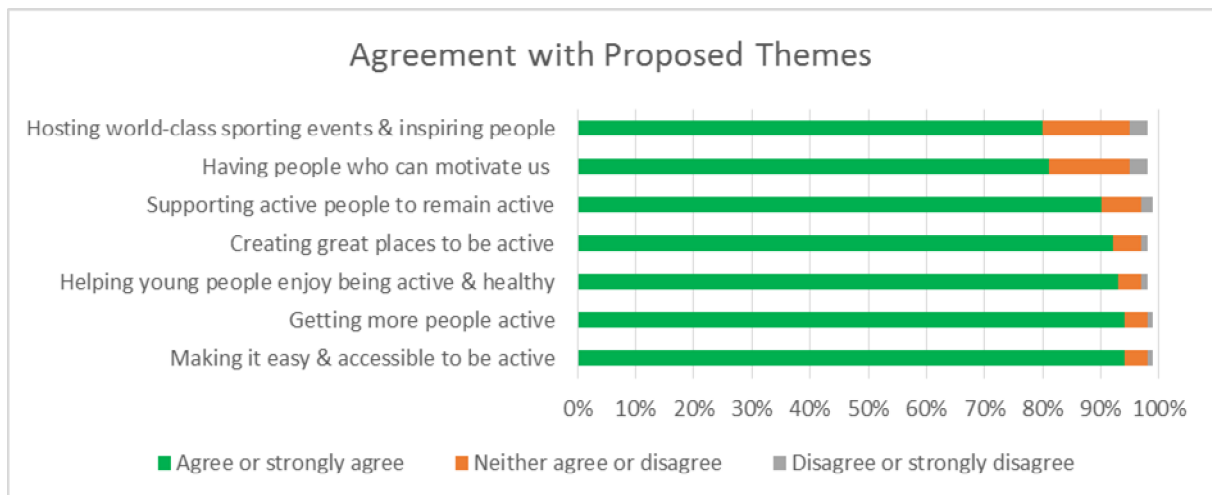
	active or more active and overcome confidence issues.
Individual budgets can create a strain on the capacity of people with disabilities to choose to pay for support for sport/ exercise.	Group activities / sessions at existing support group venues could overcome additional expense for individuals.
Some people feel intimidated or anxious about visiting busy leisure centres.	Explore venue peaks & troughs with provider and share with disability groups across the city. Supported induction and access at quieter times to encourage take up of provision / group at leisure facilities.
Some people feel that some staff at leisure centres could improve their approach towards disabled people and their needs are not always met by the service and equipment on offer.	Leisure provider to have appropriate maintained equipment and regularly train staff to support people with disabilities. Trained / supportive and understanding staff at leisure centres, swimming pools and gyms. Staff to be trained in how equipment can be adapted or for different customer needs.
Some people want safer, accessible & well maintained parks.	Provide safer, accessible and well maintained parks where community sport and physical activity can take place for all as per the 2016-2017 Parks Strategy.
Black & Minority Ethnic Groups	
There is a perception that there may be insufficient 'Women Only sessions', staffed by women.	Leisure providers to have an appropriate city wide "women only" offer staffed by women.
Gender segregated facilities were requested by some under-represented groups.	Leisure provider to offer gender specific changing facilities where appropriate and facility programming to consider a gender specific offer.
Many Muslim children attend Mosque straight from school, which limit or prevent attendance of 'after school provision'.	Where feasible - provide sport or physical activity within communities. Upskill community coaches / champions to deliver at mosques and other community / faith buildings.
Some people felt that 'Work' & 'Family' are key obstacles to participation, some male worshippers working 5, 6 or even 7 days p/wk.	Identify community venues including faith sites to provide access to family based physical activity.
Some people felt that cost of activities and associated costs can be high.	Free taster sessions or reduced cost family / community focused provision

	would encourage participation or get the inactive active.
Young People	
A perception that generally Young People are active, but how do we reach the inactive - 1 in 4 children overweight or obese by reception class.	<ul style="list-style-type: none"> - Physical Education, School Sport and Physical Activity (PESSPA) strategy - Healthy Schools Programme - Schools Active Travel Plans - Expand the Active Schools Programme extending quality assurance of sport & PE - Expand the Mile A Day challenge - Expand the Healthy Lifestyle leads - Expand the School Swimming Programme - Promotion and development of the holiday activity programme - Allsorts to Do - Promotion of Manchester Active card and benefits to young people
Cost such as fees and weekly subs can sometimes limit participation.	Provide free taster sessions and reduced costs for siblings or identified individuals / families in need.
Pressure of time; both academic and sometimes home responsibilities can effect participation.	Extend school based activities, after school activities and community based provision.
Body image, confidence and gender differences can impact participation.	<p>Continue to support the Manchester Girls Can campaign</p> <p>Specific programmes for targeted groups, staff training and awareness.</p> <p>Provide tasters and segregated activity.</p> <p>Robust and up to date policies and procedures.</p>
Informal sport could attract less confident or competitive participants.	Provide taster sessions and fun activity in community venues.
Some young people identified that good quality youth provision will assist participation.	Quality assurance.
Some young people felt that there is perceived safety issue in some parks.	Work more closely with police and community safety partners.
Good use of modern technology and social media can positively impact on participation.	<p>School based activity, after school clubs and locally based activity.</p> <p>Innovative afterschool clubs incorporating gaming with elements of physical activity.</p>
Older People	
Some people highlighted concern about cost being a barrier to participation,	Improve promotion of free and reduced cost activities e.g. awareness of free

especially on a limited budget.	swimming.
Some people had limited awareness of latest offers for free / reduced cost activities.	Update promotional material, remove outdated offers and share with key older peoples' groups & partners.
Some people highlighted the need to ensure local community based provision was aimed at getting 'Inactive' people 'Active'.	Provide taster sessions and community based activity.
Sport Specific	
Individual sports, coaches and players have high demands on our facilities to accommodate their sport within multi-sport sites.	Ensure National Governing Body key messages are fed down to clubs, players, coaches and volunteers. Clear programming structure and booking process, events protocol for each of our facilities.
Improved quality and capacity of playing fields, leisure centres and swimming pools would assist increased participation.	Implementation of Playing Pitch Strategy. Investment into leisure facilities e.g. Moss Side Leisure Centre, Abraham Moss Leisure Centre.
LBGT Community	
There was some perception that non LBGT clubs and teams can be difficult to join and individuals can face prejudice and bullying.	Individual examples of sport attracting LBGT needs to be shared and replicated. Promote examples of good practice.
For some, association with sport - specifically changing rooms at school can be traumatic especially if associated with 'coming out'. It was shared that Transgender people can often face even greater levels of prejudice, bullying & violence when in a sporting / physical activity environment.	Awareness and promotion of anti-prejudice campaigns within leisure facilities and across programmes. Training for venue staff on latest guidelines and policies.

5.0 Strategic Themes

- 5.1 The proposals for the City's future priorities were overwhelmingly supported with all themes receiving at least 80% of respondents agreeing or strongly agreeing, and five priorities securing over 90% support. The average therefore for all themes as 89% support.



APPENDIX 2

MANCHESTER ACTIVE DESIGN CONSULTATION

No	Organisation or Group of Organisations	Comments
1	Residents	<ul style="list-style-type: none"> • Want to access provision locally. • Make it easy for us to access local services. • Make it easy for us to find out about what's on (social media and good websites) • Social media is not for everyone, leaflets and word of mouth are useful. • Cost remains a barrier for some residents to access activities. • Some outdoor facilities are poor – better pitches and changing rooms. • Specific groups have specific needs – women only etc. is important, time of activities can be a barrier (venues are closed in the evenings when we want to do things). • More family activities. • Would like to have a say in how things are run.
2	MHCC	<ul style="list-style-type: none"> • Supportive of identified workstreams. • Real appetite to be part of new governance arrangements. • A desire to develop a co-commissioning approach to address wider determinants of health – tackling inactivity. • Support for exploring options of new service areas / greater connectivity and efficiency – aligning or integrating Well Being Services with Manchester Active – Winning Hearts and Minds, PARS / Active Lifestyles, health checks, falls prevention etc. • Keen to build on the Winning Hearts and Mind Pilot in Manchester Active.
3	Sport England	<ul style="list-style-type: none"> • Supportive of identified workstreams. • Wish to ensure the relationship between MCC and Sport England is not lost and that Waterfall investment is agreed between MCC and Sport England – this is the backbone of the relationship. • The current governance arrangements between MCC and Sport England is protected (joint partnership) must remain intact. • Desire to establish formal relationship with Health at a governance and commissioning level. • Would like to see the Etihad Campus Masterplan brought forward collectively in partnership with the key stakeholders. • Should dovetail the work of Manchester Active with the emerging priorities of the GM local delivery pilot. • Ensure continued Manchester Active leadership (in Manchester) of Active Ageing pilot. • The Manchester Active Digital pilot should be progressed with

No	Organisation or Group of Organisations	Comments
		<p>the Council and Manchester Active and learnings from this can be explored as part of the Local Delivery Pilot.</p> <ul style="list-style-type: none"> Keen to ensure Mass Market, Core Market, Talented Athletes, Sports Events and Elite Training Centre activities are progressed. Future capital development opportunities and lifecycle replacement requirements remain a priority for use of the Waterfall.
4	British Cycling	<ul style="list-style-type: none"> Not seeking an active role on the new governance arrangements for Manchester Active – given its proposed city wide remit. Wish to maintain an operational oversight of new operating arrangements for the national cycling centre. Desire to maintain focus with Manchester Active and MCC with regards Cycling Development opportunities, especially around – young people travel to school, Teenage Girls, Women and Older Age Groups. Keen to maintain and develop a relationship with TFGM, GM LDP and Health.
5	Universities (MMU and UOM)	<ul style="list-style-type: none"> Supportive of identified Workstreams. Want to maintain an operational oversight for the Manchester Aquatics Centre (given existing legal arrangements). Keen to have a voice / influence / advisory relationship with Manchester Active's work city wide.
6	MMU	<ul style="list-style-type: none"> As above, but in addition, have an oversight and influence on the emerging work at the Etihad Campus.
7	Sports Clubs	<ul style="list-style-type: none"> Supportive of the identified workstreams – but lots of nice words (which we agree with), but need to translate these words into action to further meet our needs. Would like access to funding and that the process to access this funding is simple, quick, clear and easy. Continue to show interest in what clubs are doing. Communications are important. Most clubs have their own website. It would need to be kept up to date. Joined up approach in Manchester Active i.e. approved providers / sports forums / active schools / competition managers and partner clubs to get a more joined up approach. Needs to be a clear path of who and how to approach the different services and strands in Manchester Active. Funding decisions should be based on need. Support for all sports not just Manchester based National Governing Body (NGB) sports NGBs to work with local clubs to deliver not them take over and do their own thing re Facilities, playing programs etc. Sports forums to be a port of call for delivery. Active Schools program to be clarified under new structure,

No	Organisation or Group of Organisations	Comments
		<p>local clubs were possible to deliver.</p> <ul style="list-style-type: none"> • Manchester Active to work and listen to minority sports. • Don't lose sight of what's working, especially the relationships we have built up over time that have contributed to the success of the clubs. • They would love Manchester Active staff to come to their place of delivery and see first-hand the work they are doing and the outcomes for users. • Would like more 'Sports Development Officers' as since these roles were cut back it's really impacted the support they have benefited from previously. • Security has become a major issue for lots of groups and they are struggling to control some youths and antisocial behaviour generally. • Want Manchester Active to recognise groups and have a clear understanding of their groups of what we do and their ability to be a key vehicle to deliver our ambitions. • Club Support Needed – Running a club, club structures (charity / CASC), volunteering, facilities, paperwork, coaches/qualifications, subsidised training, dealing with difficult youths (more important than funding). • Have a true community representative on the governance board of Manchester Active that could be the voice of the forums/community. • They like the idea of the new governance arrangements and Manchester Actives role in the future. • Support collaborative working as part of forums / active networks. • More Activators! • Stay involved in the design process and have a say in future governance. • More communication please. • To give the Manchester Active brand credibility, there needs to be some form of club accreditation for Manchester. • A Manchester Active brand that is prevalent in affiliated clubs.
8	Voluntary Sector Health Groups	<ul style="list-style-type: none"> • Recognising the need to be active was a key resident raised feature of the recent N. MCR hospital consultation (see below).* • Exercising in safe spaces i.e. parks. • Some residents find many sports activities too expensive. • Some residents report not being able to go with someone to exercise as being prohibitive to exercise. • BAME groups are disappointed that universal changing facilities have replaced gendered changing facilities in new builds. • Residents need face to face communications to be supported to take part, not digital comms.

No	Organisation or Group of Organisations	Comments
		<ul style="list-style-type: none"> • Services come and go, so it's difficult for GPs etc. to refer into them, as they don't want the patient to have a bad referral experience. • GP practices are completely confused as to where to refer patients, particularly in relation to the overlap that seems to exist between Be Well, Buzz and Citizens Advice. • Informal physical activity opportunities, e.g. walking, are really popular (e.g. the 'Walk & Talk' suicide prevention peer support session delivered out of Prestwich hospital). • It has been difficult to understand the physical activity landscape in north since Zest funding was removed and the service disappeared. • There is a lack of confidence exhibited in those patients referred to exercise on referral, which means that often don't take up the referral. • It would be useful to have a single narrative around health and wellbeing for GPs, and a generic way in which this support can be accessed, to remove the stigma for patients of going to the 'exercise referral desk' or to the 'Citizens Advice phone' etc. – one system needed. <p>*In addition, the results of the North MCR Hospital consultation were shared ,and of relevance are:</p> <p>The priorities for improving health and well-being in north Manchester included:</p> <p>Community</p> <ul style="list-style-type: none"> • Community places to socialise and take part in group activities, for all ages. • More group activities and neighbourhood volunteer opportunities for addressing local issues and sharing skills. • Better access to fresh produce with more healthy-eating classes and community food-shops. • Free or subsidised gym and fitness classes. • Welcoming parks and green-spaces with improved security and maintenance. <p>Advice and Information</p> <ul style="list-style-type: none"> • Improved communication of existing services, organisations, groups and activities that support health and wellbeing. • Many felt there was a lot currently happening in and around their neighbourhood but didn't know how to find out about it. <p>Existing Health Services –</p> <ul style="list-style-type: none"> • Improved access to community health services (often residents are unable to contact and speak with the services).

No	Organisation or Group of Organisations	Comments
		<ul style="list-style-type: none"> • Better communication and coordination between health services (for people with more than one health condition). <p>2. The following questions were also asked:</p> <p>‘What could help you lead a healthier life’:</p> <ul style="list-style-type: none"> • Over two-thirds of the responses were around prevention with a strong focus on exercise, healthy-eating, well-being activities and socialising. • A further theme concerned how to find information about neighbourhood services with the need for a one-stop shop style approach for both statutory and community services. This is consistent with the engagement findings around the need for improved communication of existing services and community activities. <p>‘The first place you would you go for advice and support about things that affect your everyday life’,</p> <ul style="list-style-type: none"> • The most popular response was the internet followed by family and then statutory agencies (GP, library, Job Centre).
9	CITC	<ul style="list-style-type: none"> • Agreement with the design principles. • Agreement with the strategic approach being taken (single strategy, single leisure contract, single governance approach). • Keen to see improved clarity on roles and responsibilities within Manchester Active. • Keen to be involved at some governance level i.e. stakeholder / advisory group. • Keen to see commissioning arrangements and how this impacts local delivery.

Appendix 3 – LOT 1 and Lot 2 Facilities

LOT 1 – Elite and Community Facilities

1. HSBC UK National Cycling Centre (incorporating Clayton Vale Mountain Bike Trails)
2. National Squash Centre
3. Ten Acres Lane Sports Complex – National Taekwondo Centre
4. Regional Tennis and Football Centre
5. Belle Vue Sports Village – National Basketball Centre
6. Belle Vue Sports Village – National Speedway Centre
7. Regional Gymnastics Centre
8. Regional Athletics Arena
9. Platt Field BMX Track
10. Abraham Moss Leisure Centre
11. Northcity Family & Fitness Centre
12. East Manchester Leisure Centre
13. Moss Side Leisure Centre
14. Arcadia Leisure Centre
15. Ardwick Sports Centre
16. Manchester Aquatics Centre
17. Hough End Leisure Centre
18. Debdale Outdoor Centre
19. Active Lifestyles Centre

Lot 2 - Wythenshawe Forum Trust Managed Facilities (leisure managed by GLL)

20. Wythenshawe Forum Leisure