

# LEISURE, WELLBEING AND HEALTH COMMITTEE

16 SEPTEMBER 2015

## PART I - DELEGATED

### 16. LEISURE MANAGEMENT CONTRACT AND REDEVELOPMENT OF THE CENTRE, SOUTH OXHEY (DCES)

#### 1. Summary

- 1.1 The purpose of this report is to advise Committee of the timescales and procurement process for the existing Leisure Management Contract and the redevelopment of The Centre, incorporating provision of a new swimming pool.

#### 2. Details

##### *Background*

- 2.1 Following several reports on feasibility work to replace the current pool facility in South Oxhey, the Executive Committee in December 2013 resolved to note the recommendation from the South Oxhey Steering Group that a new Leisure facility be provided for South Oxhey, the preferred proposals being option 2b or option 3, subject to cost.
- 2.2 Option 2b is an extension to The Centre and option 3 is a full new build. Both options include a Swimming Pool (both main pool and teaching pool), a 4 court hall, fitness suite and youth club provision.
- 2.3 The provision of the new pool at The Centre needs to be considered within the overall context of the Leisure Facilities Management Contract. It is anticipated that the redevelopment of the new facility at The Centre will be included for within a new facilities management contract. So a new contractor will be appointed to manage William Penn and Rickmansworth Golf Course plus the Design, Build, Operate and Maintain (DBOM) the new wet and dry facility on the current Centre site, Gosforth Lane.
- 2.4 The DBOM differs from the William Penn refurbishment in that the consortium (building contractor and operator) will take the lead and take on the risk in the design, construction and the operation of the new facility as opposed to William Penn where each of these three elements were carried out separately. DBOM offers the opportunity to transfer the interface risk issues to the operator - effectively they take on responsibility for the construction and the ongoing operation. Thus if the capital costs are too high or the build takes too long this is the operator's responsibility and they still pay the management fee. The DBOM process also enables the effective value engineering of the design through the operator focusing on developing a design which meets the Council's specification but also maximises the commercial revenue value of the design. This approach delivers the best whole life cost with the operator incentivised to drive down both capital and operating costs whilst delivering the specification.
- 2.5 The current Leisure Management Contract with Hertsmere Leisure Trust (HLT) ends on 31 March 2018. This consists of The Centre, Sir James Altham Swimming Pool (SJA), William Penn Leisure Centre and Rickmansworth Golf Course incorporating the Fairway Inn. It is therefore essential to tie the provision of a new facility on The Centre site with a new Leisure Facilities Contract.

### 3. **Outcomes**

- 3.1 The key outcomes for the Council for the contracted facilities are delivering the targets in the Strategic and Community Plan, around safety and wellbeing, clean and green, economic opportunities and customer service.
- 3.2 The key principle is that the new or redeveloped facilities at The Centre will deliver an improved revenue position for the Council which will fund any capital financing required (through prudential borrowing). This will be confirmed following the review of the business case and options appraisal, which will be undertaken prior to commencing the procurement.
- 3.3 The Council's Physical Activity Strategy (2015-18), states that 'By working together with partner agencies, the Council is seeking to improve the health and wellbeing of the local population through:
- Active People - Encouraging residents in Three Rivers to be active and healthy by enabling sport and physical activities to become a habit of life;
  - Active Places - Promoting the design, development and use of environments that make it easier for people to participate in physical activity and encouraging residents to be more active in every aspect of their day to day lives;
  - Active Together - Working in partnership across all sectors to consolidate and expand Three Rivers' sport and physical activity opportunities, enabling sport and physical activity to become a habit of daily lives.'
- 3.4 A copy of the Physical Activity Strategy (2015-18) is shown in Appendix 1.
- 3.5 The Leisure Management Contract has an important role to play in the achievement of this Strategy. Outlined in Appendix 2 are potential outcomes and target indicators which have been based on the Sport England model, which is a useful framework for contract specification and evaluation.

### 4. **Initial Key Issue for Members to consider**

- 4.1 Whether to continue to include free swimming in the New Leisure Management Contract.
- 4.1.1 The Contractor presently provides free swimming for all Local Education Authority (LEA) schools within South Oxhey at SJA which offer TRDC free access for sports development in return. Eight schools presently receive free swimming with an estimated loss of pool hire of circa £20,000 per annum.
- 4.1.2 Three Rivers residents aged 60 and over receive free swimming two hours per week at each of the following venues: William Penn Leisure Centre, Sir James Altham Swimming Pool and Watford Leisure Centre, Woodside. The cost of this is circa £3,000 to £4,000 per annum. Being one of the target groups within the present Leisure Management Contract, residents aged 60 and over also receive a discount of at least 20% off full prices.
- 4.1.3 Free swimming is offered to Three Rivers residents aged under 19 during a range of general swimming times at Easter and Summer Holidays at the following venues: Rickmansworth School Pool, William Penn Leisure Centre, Sir James Altham Swimming Pool and Watford Leisure Centre, Woodside. The cost of this is circa £4,000 to £5,000 per annum.

## 5. Procurement Process

5.1 The overall approach and timetable is based on a new contract for William Penn Leisure Centre, Sir James Altham swimming pool, The Centre and Rickmansworth Golf Course being in place for 1 April 2018 (i.e. when the present contract finishes with HLT) and is based on a competitive dialogue process and will consist of the following stages:

- Pre-Qualification (PQQ)
- Invitation to Submit Detailed Solutions (ISDS)
- Invitation to Submit Final Tenders (ISFT)
- Preferred Bidder and Contract Award.

5.1.1 Throughout the process key decisions will need to be made at the following stages:

- Pre-Procurement – agreement to the documentation and in particular the business case, options and evaluation criteria
- Pre-Qualification (PQQ) – Market the opportunity and agreement to shortlist (typically maximum of 5 bidders) based on experience and track record
- Invitation to Submit Detailed Solutions (ISDS) – Bidders to consider a number of variant bids. Agreement to the shortlist (typically 3 bidders invited to final tender) and the option to proceed.
- Invitation to Submit Final Tenders (ISFT) – Preferred options by Council put to market. Final Offer and best price received
- Contract Award & Preferred Bidder - Preferred bidder (and reserve bidder) appointed. Finalisation of contract, award and contract mobilisation/handover.

5.2 An indicative timetable for a new contract start of 1 April 2018 is shown in the table below:

Key Actions	Timetable
Procurement Preparation <ul style="list-style-type: none"> <li>• Bids/Affordability/Evaluation Criteria</li> <li>• Business Case Review</li> <li>• Draft Documentation</li> </ul>	June – October 2015
Members Approval – evaluation criteria/affordability	November 2015
Advertise Opportunity & Bidders Open Day	January 2016
Procurement <ul style="list-style-type: none"> <li>• PQQ</li> <li>• ISDS</li> <li>• ISFT</li> </ul>	Feb – Apr 2016 May 16 – Jan 17 Feb 17 – Oct 17
Preferred Partner/s Appointed	November 2017
New Contract(s) Start	April 2018

5.3 There may be the option to speed up this process with a potential new contract start of 1 April 2017; this is under investigation and will be reported to the Committee in November.

## 6. **Reporting and Procurement Team**

- 6.1 Policy and Resources and Leisure, Wellbeing and Health Committee – To make key decisions throughout the procurement process. In addition to Committee meetings, there will be regular Member briefing sessions.
- 6.1.1 Officers Project Board – Representatives from Senior Management plus officers from Finance, Planning, Legal, Property and Leisure will oversee the project providing guidance and advice on key issues, for example planning.
- 6.1.2 Project Team – Key officers and external advisors. Day to day management of procurement process.
- 6.1.3 RPT consulting – Provide project management services covering procurement, technical and financial, including co-ordinating the commercial documentation, such as the specification, benchmarking and payment mechanism schedules. They are also to co-ordinate a pre-application planning process for the agreed scheme.
- 6.1.4 Legal advisors – Presently being appointed. They will review and advise on the various existing leases/contracts in place for both SJA and The Centre detailing the risks, costs and way forward to achieve the outcomes required for the project. They will also support the in-house project team and RPT in a number of key areas, including;
- Review of existing leases/contracts
  - Preparation of Project Document
  - Modifications to Project Document during dialogue
  - Final Negotiations
  - Additional ad hoc legal advice as required.

## 7. **Communication**

- 7.1 A communication plan for SJA and The Centre re-development has been drawn up. Two main objectives of the plan are:
- To provide reassuring and timely information about the SJA and The Centre re-development project to key audiences in a co-ordinated and consistent way.
  - To raise awareness of the Council's planned activities, challenges to be faced and shared achievements - to build momentum, maximise opportunity, enhance collaboration and manage expectations.
- 7.2 Following a recent meeting between TRDC officers and Hertfordshire County Council (HCC) officers, there is a strong indication that Youth Services wish to retain their lease at The Centre for youth programmes. A further meeting is presently being set up with HCC to discuss lease arrangements for both The Centre and current SJA site, also ensuring continuity for Oxhey Jets Football Club. These issues will be the subject of a future report.
- 7.3 A Members' briefing session was held on 20 July 2015 around the redevelopment of The Centre. Notes were taken using a question and answer format and these are shown in Appendix 3. In addition to Council Committee Meetings, Member briefing sessions will be organised throughout the procurement process.

## 8. **Way Forward**

- 8.1 A draft services specification, draft evaluation criteria, an updated business model on the redevelopment of The Centre, and the outcome of work on various leases relating to The Centre and SJA will be presented to Committee from November 2015 onwards.

## 9. **Options/Reasons for Recommendation**

- 9.1 The purpose of this report is to advise Committee of the timescales and procurement process of the Leisure Management Contract including the redevelopment of The Centre, incorporating provision of a new swimming pool.

## 10. **Policy/Budget Reference and Implications**

- 10.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled:

### **Community Strategy 2012 - 2018:**

Priority 1: Children and Young People's Wellbeing

Priority 2: Health and Disability

Priority 3: Adult Skills and Employment

Priority 4: Crime and Anti-Social Behaviour

### 10.2 **Three Rivers District Council Strategic Plan 2015 – 2018:**

1.1.1 Reduce anti-social behaviour and crime

1.3.1 Improve and facilitate access to leisure and recreational activities for adults

1.3.2 Contribute to partnership working to reduce health inequalities

1.3.3 Provide a range of supervised leisure activities and facilities for young people.

2.1.2 Minimise waste and optimise recycling.

2.1.5 Minimise energy and water consumption, reduce CO<sub>2</sub> emissions and increase the use of renewable energy.

3.1.2 Champion the local economy

4.1.1 We will strive to improve and maintain service standards for all services.

4.1.2 We will strive to improve and monitor customer satisfaction

4.1.3 We will inform and update customers about the Council's work and services.

4.2.1 We will manage our financial resources to deliver value for money.

### 10.3 **Leisure and Community Services Service Plan 2015 – 2018**

## 11. **Financial Implications**

- 11.1 The appointment of RPT Consulting and Legal advisors is within the 2015/16 capital programme already approved for this project.

- 11.2 There is no management fee payable to HLT for the period 1 January 2016 to 31 March 2018.

## 12. **Legal Implications**

- 12.1 The redevelopment of The Centre will include the procurement of the management for the facility.

- 12.2 Soft market testing has indicated that including all facilities within one contract will be more attractive to the market. It will also ensure that there is only one contractor operating and managing the Council's leisure facilities.

- 12.3 Legal advisors will review and advise on the various existing leases/contracts in place for both SJA and The Centre detailing the risks, costs and way forward to achieve the outcomes required for the project.

These include;

- Existing lease arrangement with Hertfordshire County Council for the SJA pool
- Hertsmere Leisure Services management contract for both facilities
- Arrangement with Hertfordshire County Council – Youth Club (The Zone) - TC
- Existing lease with the Oxhey Jets Football Club – SJA.

### 13. **Equal Opportunities Implications**

#### 13.1 **Relevance Test**

Has a relevance test been completed for Equality Impact?	Yes
Did the relevance test conclude a full impact assessment was required?	No

### 14. **Staffing Implications**

- 14.1 The Leisure Management Contract including the redevelopment of The Centre will require the time of Project Manager (Major Projects) and Leisure Manager to oversee project management, consultation, and procurement. Input from Senior Management, Project Team, Finance, Planning, Legal, Property and Leisure will be required throughout the project.

### 15. **Community Safety Implications**

- 15.1 The local Police Community Safety Officers, Crime Prevention Liaison Officer and the Grounds Maintenance team will be consulted on the final design options for the redevelopment of The Centre.

### 16. **Public Health Implications**

- 16.1 The Leisure Management Contract including the redevelopment of The Centre will enhance leisure facilities to provide opportunities to improve the health and wellbeing of the local community.

### 17. **Customer Services Centre Implications, Communications and Website Implications and Environmental Implications**

- 17.1 The website will be kept updated with progress on the project.

### 18. **Risk Management and Health & Safety Implications**

- 18.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 18.2 The subject of this report is covered by the Leisure and Landscape and Environmental Protection service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within these plans.

18.3 The following table gives the risks if the recommendations are agreed, together with a scored assessment of their impact and likelihood:

Description of Risk		Impact	Likelihood
1	That the future of the pool will ultimately be determined as a result of the age of the pool and the ongoing issues with the pool plant. If this occurs during the contract with Hertsmere Leisure this will have significant cost implications	IV	C
2	Scope of project needs final definition	II	B
3	Council delay decisions on Leisure Contract	III	D
4	Insufficient Capital available for new leisure facilities	IV	D
5	New contract does not provide value for money	III	E

18.4 The following table gives the risks that would exist if the recommendation is rejected, together with a scored assessment of their impact and likelihood:

Description of Risk		Impact	Likelihood
6	That the future of the pool will ultimately be determined as a result of the age of the pool together with the ageing of the pool plant. If this occurs during the contract with Hertsmere Leisure this will have significant cost implications	IV	A
7	Less opportunity for Primary School aged children to attend swimming lessons in South Oxhey	III	D
8	The Council could be perceived as being unsupportive towards those aged over 60 and receive poor publicity if free swimming were to be removed	II	B
9	Increase in anti-social behaviour and crime.	III	B

18.5 Of the risks above the following are already included in service plans:

Description of Risk		Service Plan
No	1, 6, 8	Leisure and Landscape

18.6 The above risks are plotted on the matrix below depending on the scored assessments of impact and likelihood, detailed definitions of which are included in the risk management strategy. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood are plotted in the shaded area of the matrix. The remaining risks require a treatment plan.

Likelihood	A				6	
	B		2,8	9		
	C				1	
	D			3,7	4	
	E			5		
	F					
		I	II	III	IV	V
<b>Impact</b> →						

Impact

V = Catastrophic

IV = Critical

III = Significant

II = Marginal

I = Negligible

Likelihood

A = >98%

B = 75% - 97%

C = 50% - 74%

D = 25% - 49%

E = 3% - 24%

F = <2%

18.7 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of treatment plans are reviewed by the Audit Committee annually.

## 19. Recommendation

The Leisure, Wellbeing and Health Committee agrees:

- 19.1 To continue with the current arrangements for free swimming.
- 19.2 To have a consistent approach with regards to providing swimming to all Local Education Authority (LEA) schools within the District.
- 19.3 To procure the new Leisure Management Contract incorporating the redevelopment of The Centre, Rickmansworth Golf Course and William Penn Leisure Centre, subject to costs.
- 19.4 That Officers provide a further report detailing a draft services specification, draft evaluation criteria, an updated business model on the redevelopment of The Centre, and the outcome of work on various leases relating to The Centre and SJA and present this to future Committee meetings.

Report prepared by: Ray Figg, Leisure Manager

### Data Quality

Data sources:

Data checked by: Kelly Barnard - Customer & Contracts Officer

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

### Background Papers

Reports to the June 2012 and September 2013 South Oxley Initiative Steering Group and reports to the June 2012 and December 2013 Executive Committee.

### APPENDICES / ATTACHMENTS

Appendix 1 – Council's Physical Activity Strategy

Appendix 2 - Potential outcomes and target indicators

Appendix 3 – Questions and Answers from the Members' briefing session on the redevelopment of the The Centre/SJA, held on 20<sup>th</sup> July 2015

# **GET ACTIVE**

## **Three Rivers District Council’s**

### **Physical Activity Strategy**

#### **2015-18**

#### Summary Foreword

Addressing the low physical activity levels of the residents of Three Rivers is a strategic priority of the Council contributing to the health and wellbeing of the local population, and demands on public resources. The current costs to the NHS of low physical activity levels amount to £1.3 million a year within Three Rivers.

By working together with partner agencies, the Council is seeking to improve the health and wellbeing of the local population through:

- 1) Active People - Encouraging residents in Three Rivers to be active and healthy by enabling sport and physical activities to become a habit of life;
- 2) Active Places - Promoting the design, development and use of environments that make it easier for people to participate in physical activity and encouraging residents to be more active in every aspect of their day to day lives.
- 3) Active Together - Working in partnership across all sectors to consolidate and expand Three Rivers’ sport and physical activity opportunities, enabling sport and physical activity to become a habit of daily lives.

The Council will monitor the achievement of this strategy through reviewing progress on the action plans of the three priorities and measuring the levels of physical activity of the population.

Lead Member For Health

Lead Member For Leisure and Wellbeing

## Introduction

Physical activity levels in Three Rivers are lower than the national average, with a high proportion of the population not achieving the levels of physical activity required to have a positive impact on health and wellbeing. Higher levels of obesity than the national average, as well as the impact of inactivity and sedentary lifestyles, all play a major contribution to cardiovascular disease, respiratory disease and cancer and are a cause of premature deaths and large avoidable costs to the NHS.

Get Active aims to increase levels of physical activity, reduce obesity and improve the lives of people living in Three Rivers. It will contribute to reducing health inequalities by targeting work at parts of the community who are more inactive than others. The strategy also aims to enhance the lives of individuals, families and communities through their success and achievement in sport and physical activity.

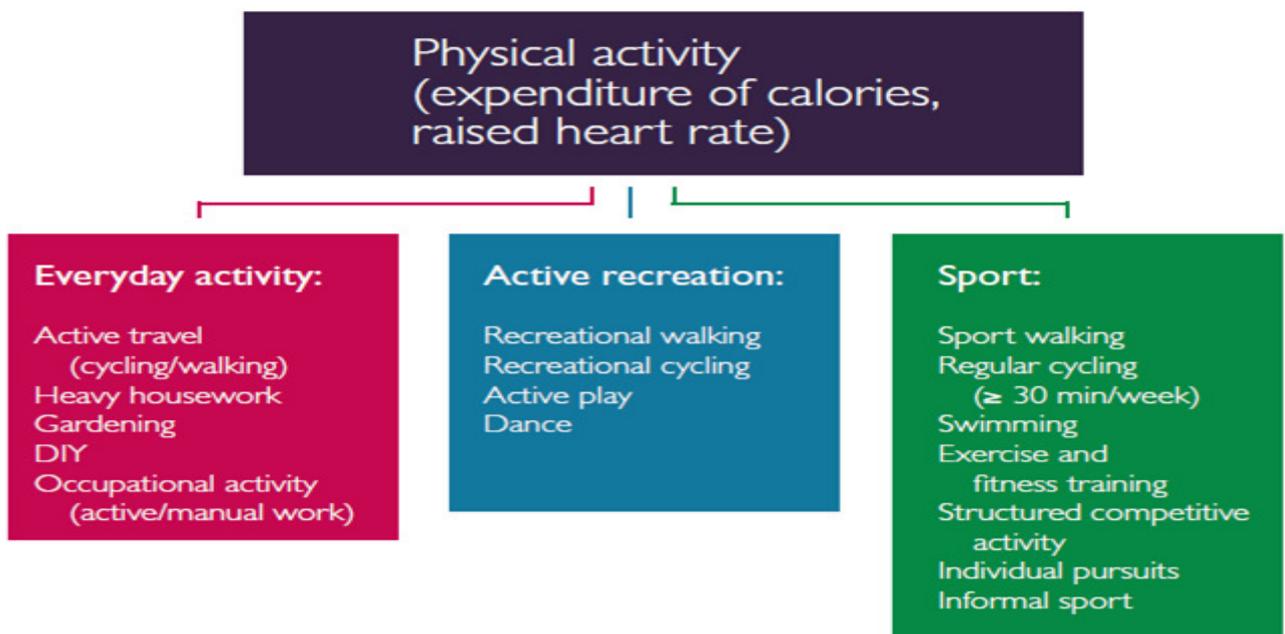
The strategy identifies the Council's priorities and the measures it will use to assess their delivery. It focuses on the areas where the Council has a lead role, or can play a key part in delivering or influencing the outcomes.

## What is Physical Activity?

Physical activity includes any form of movement which raises heart rate and so helps to improve mental and physical wellbeing (see figure 1.0).

- It includes everyday activities like housework, gardening, walking or cycling as a mode of transport, being active at work as well as families playing together.
- Physical activity also includes more structured and organised activities (often termed exercise) such as dancing, swimming and active recreation (e.g. attending a gym). It also includes individual and team sports whether competitive or not.
- Moderate physical activity is that which causes an individual to feel slightly warm, breathe slightly heavier and increases the heart rate. Typically people are still able to have a conversation whilst engaging in moderate intensity physical activity.
- Vigorous physical activity is that which requires us to breathe very hard, have a rapid heartbeat and often be short of breath. People cannot carry on a conversation whilst doing vigorous intensity physical activity.

Fig.1 What counts as physical activity? Physical Activity Definition Diagram (Department of Health, 2009)



Three Rivers District Council wants to encourage residents to take responsibility for choosing a more active lifestyle. It is important to make residents aware of the type, frequency and intensity of physical activity required to achieve significant improvements in health and wellbeing. For this strategy we will adopt the guidelines of the Chief Medical Officers report: Start Active, Stay active (2011), that all adults should aim to be active for half an hour a day, 5 days of the week, and all children should do at least 60 minutes of physical activity most days of the week.

### Current Physical Activity Levels of Three Rivers

Table 1

	Three Rivers	Hertfordshire	England
% Adults 16+ in Three Rivers achieving 150mins moderate PA per week comparison to Herts and England. (PHOF, 2015)	53.3%	58.8%	55.6%
% adults classified as inactive (less than 30mins per week) (PHOF, 2015)	29%	25.3%	28.95%
Sports Participation 1x30mins a week (APS 8,2014)	36.9%	38.2%	35.8%
Sport and active recreation (NI8) – 3 x 30mins (or more) times a week (APS 8,2014)	21.1%	24.3%	24.7%
No Sport Participation (APS 8, 2014)	49.8%	49.2%	52.6%

### Cost of Physical Activity in Three Rivers

- The total cost of the 5 top diseases that physical activity could help minimise or prevent is worth over £1.3m yearly in Three Rivers.
- Three Rivers also has a significantly higher obesity and excess weight percentage in comparison to the national average which has meant that diseases linked with being overweight have seen an increase over the last few years. This has had an impact on the health care costs in Three Rivers, for example a disease linked to physical inactivity such as Coronary Heart Disease currently costs £721,947 a year.
- Physical Inactivity also leads to costs to the wider economy from sickness absence and premature death.
- If 50% of 40-79 year olds who are currently inactive become active we could save 18 lives a year. If 100% of people became physically active we could save 50 lives a year.
- If 100% of people were physically active there would be significant increase in the quality-adjusted life years (QUALYs). The QUALYs is a measure of disease burden including both the quality and quantity of life lived. (SE Economic Value of Sport, 2012)

### Demographic and Health Profile

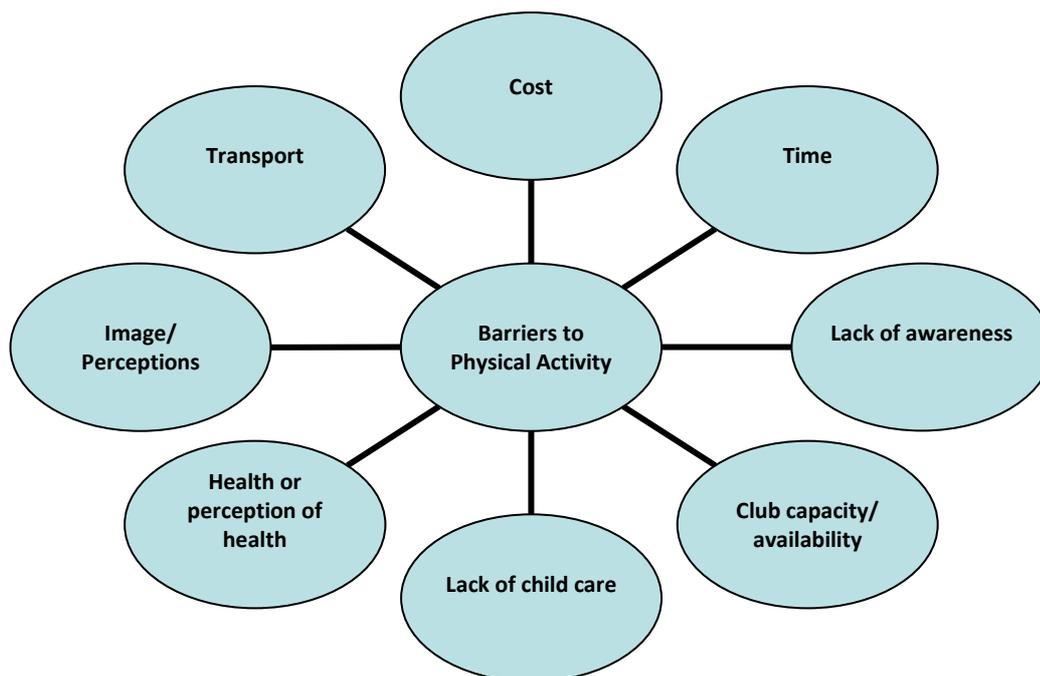
- Population of 88,291 (46,300 males, 45,672 females). Estimated to reach 97,000 by 2017. (ONS, 2011)
- Life expectancy for both men and women is higher than the England average. However life expectancy is 5.6 years lower for men and 5.2 years lower for women in the most deprived areas of Three Rivers than in the least deprived areas (Health Profile, 2014).
- In Year 6, 16.7% (117) of children are classified as obese (Health Profile, 2014)
- 24% of the Adult Population is classified as obese (Health Profile, 2014) while 63.9% adults are overweight, both higher than the national average (Local Sport Profile, 2014).

- 15% population rated at below good health (ONS, 2011).
- Being physically active can help to improve these health indicators and help to improve the overall health profile of the District, which subsequently could reduce the direct cost of physical inactivity to the NHS.

### Factors influencing levels of participation

There are many reasons why individuals, groups and communities do not participate in physical activity.

The diagram below demonstrates the main factors that influence levels of participation (Three Rivers Sport and Physical Activity Survey, 2014)



### Key Comments

Below are a number of comments identified through the Three Rivers Sport and Physical Activity survey (2014) on residents' barriers to participation.

*"I wish there were more sports nearby which didn't cost so much £5 a time once a week is more expensive than a gym membership at places like pump gyms and one above b&m Watford."*

*"I would like to have more activities available at weekends, as not always able to get home in time for evening groups."*

*"Need to publicize all local activity organisations"*

*"I enjoy going to the gym or playing sports but it is difficult when you have kids and don't have anywhere to leave them while playing sports."*

*"There is nothing to do locally based in Chorleywood for children or adults. There is a massive common where some kind of sport for the children could take place that was fun"*

## Strategic context

Sport and physical activity are of growing strategic significance on a national, regional and local context. They have been recognised as having the potential to contribute to many health, social and economic objectives.

To enhance the impact of the physical activity strategy, it has to be clearly linked into the wider strategic frameworks which exists both locally and nationally. The table below shows how the strategy can deliver the wider objectives of key partner agencies.

National		
Strategy	Major Themes	Impact for Physical Activity Strategy
Sport England - Creating a Sporting Habit For Life 2012-2017	<p>Vision  <i>"A Sporting Habit for Life"</i>            3 priority themes</p> <ul style="list-style-type: none"> <li>• Continue to work with National Governing Bodies of Sport</li> <li>• An increased focus on youth sport making the transition from school to community sport easier</li> <li>• Taking sport to where people are</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>• See more people taking on and keeping a sporting habit for life</li> <li>• Creating more opportunities for young people</li> <li>• Nurture and develop talent</li> <li>• Provide the right facilities in the right places</li> <li>• Support local authorities and unlock local funding</li> <li>• Ensure real opportunities for communities</li> </ul>	<p>Get Active encourages residents in Three Rivers to be active and healthy through enabling sport and physical activities to become a habit of life.</p> <p>Get Active will promote the design, development and usage of environments that make it easier for people to participate in physical activity encouraging residents to be more active in every aspect of their day to day lives.</p> <p>Working in partnerships across all sectors we will consolidate and expand Three Rivers sport and physical activity opportunities enabling sport and physical activity to become a habit of daily lives.</p>
Local		
Herts County Council Physical Activity Framework	<p>Vision  <i>"To reduce levels of inactivity, increase regular participation in physical activity and contribute to healthier, more active communities"</i>            Aims:</p> <ol style="list-style-type: none"> <li>1. Getting the message out</li> <li>2. Designing physical activity back into every bodies lives</li> <li>3. Make physical activity a lifelong habit</li> <li>4. Proving success</li> </ol>	<p>Get Active will promote the message of the benefits of physical activity to the community and will provide an outlet of information on where to get active. Promotion of active travel and active work places offers the opportunity for physical activity to become part of residents' everyday lives. Regular monitoring and evaluation will provide evidence of success and impact of physical activity which can be replicated both in Three Rivers and other districts.</p>
Three Rivers Community	<p>Community Strategy 2012-18 Vision  <i>"The district should remain a prosperous, safe and</i></p>	<p>Get Active aims to improve children's and young people's</p>

<p>Strategy and Strategic Plan</p>	<p><i>healthy place where people want and are able, to live and work.”</i></p> <p>Five shared priority objectives (with two cross-cutting objectives, which can be applied to all of the objectives) to accomplish over that period:</p> <ol style="list-style-type: none"> <li>1. Children and Young People’s Wellbeing</li> <li>2. Health and Disability</li> <li>3. Adult Skills and Employment</li> <li>4. Affordable Housing</li> <li>5. Crime and Anti-Social Behaviour</li> </ol> <p>Strategic Plan 2015-18</p> <ol style="list-style-type: none"> <li>1) Safety and well-being - work with partners to make the district a safer and healthier place, providing a safe and healthy environment, and reducing health inequalities.</li> <li>2) Clean and green - Maintain a high quality local environment and reduce the eco-footprint of the district.</li> <li>3) Economic opportunities -work in partnership to promote the economic prospects for all our communities.</li> <li>4) Customer Service - Deliver services to a standard that meets the needs and expectations of all of our customers and provides exemplary value for money.</li> </ol>	<p>wellbeing through partnership working, increasing physical activity opportunities both in school and out of school.</p> <p>A more active Three Rivers will result in a healthier Three Rivers. All residents will have equal access to sport and physical activity opportunity with increase in inclusive sessions.</p> <p>Increase in physical activity has shown to have positive impacts on crime and anti-social behaviour. Importance of sport often overlooked economically. Sport and physical activity can provide employment and skill development as well as creating a healthier productive workforce.</p> <p>Emphasis on sustainable active travel helps to reduce eco-footprint of the district</p>
<p>Herts Health and Wellbeing strategy-physical activity</p>	<p>Vision</p> <p><i>“With all partners working together we aim to reduce health inequalities and improve the health and wellbeing of people in Hertfordshire”</i></p> <ol style="list-style-type: none"> <li>1. To stop the increase in overweight children and obesity in our worst five areas by 2016 and then reverse this.</li> <li>2. To stop the increase in overweight adults and obesity in our worst five areas by 2016.</li> <li>3. All districts to achieve a year-on-year increase in adult participation in physical activity 2013-2016</li> <li>4. Primary Care makes increasing use of physical activity and behavioural change as a central part of the pathway for maintaining healthy weight and reducing disease risk.</li> </ol>	<p>Get Active aims to increase the percentage of those taking part in sport and physical activity every year and reduce the percentage of those classified as inactive.</p> <p>Increasing physical activity levels of residents will help to reduce burden on NHS through reducing risk to disease and creating a healthier Three Rivers district.</p>
<p>Herts Public Health</p>	<p>Vision</p> <p><i>“We want Hertfordshire to remain a county where</i></p>	<p>Physical activity is a key to living a healthy active lifestyle. Through an</p>

<p>Strategy</p>	<p><i>people have the opportunity to live healthy, fulfilling lives in thriving, prosperous communities”</i></p> <p>Aims</p> <ol style="list-style-type: none"> <li>1. Residents live longer healthier lives</li> <li>2. Residents start life healthy and stay healthy</li> <li>3. Narrow the gap in life expectancy and health between the most and least healthy.</li> <li>4. Understand what is needed and how what we do works</li> <li>5. Make public health everybody’s business and work together.</li> </ol>	<p>active community, Three Rivers’ residents will live longer and have a greater quality of life.</p> <p>Get Active will constantly monitor and evaluate programmes and gain feedback from residents to ensure we meet the demand of programmes and offer programmes that are successful. By working with local business and promoting the benefits of physical activity the strategy aims to embed physical activity into day to day living</p>
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**Get Active Vision**

*“To reduce the levels of inactivity, increase regular participation and contribute to a healthier, more active Three Rivers.”*

**Strategic Priorities**

3 Strategic priorities have formed the foundation of the strategy. Objectives have been set for each priority.

1. **Active People** - Encourage residents in Three Rivers to be active and healthy by enabling sport and physical activities to become a habit of life.

**Objectives:**

- Raise awareness of the benefits of physical activity and the opportunities available.
- Increase participation and reduce inequalities in physical activity and sport.
- Utilise physical activity and sport to prevent physical and mental ill health and strengthen communities.
- Develop skills of Three Rivers people to provide physical activity and sport opportunities.
- Encourage more people to introduce everyday activity to daily lifestyles
- Communicate effectively to support people in physical activity and sport.

2. **Active Places** - Promote the design, development and usage of environments that make it easier for people to participate in physical activity encouraging residents to be more active in every aspect of their day to day lives.

**Objectives:**

- Maximise the use of Three Rivers facilities and outdoor spaces for physical activity.
- Increase access to and use of current green space by Three Rivers’ residents living in the most deprived communities, who may experience the poorest health.
- Improve the use of secondary school sports facilities out of school hours for both school pupils and the community.
- Promote and encourage sustainable travel choices across activities of the partnership, including cycle training opportunities and affordable cycle hire/purchase schemes.
- Ensure that transport systems within and around Three Rivers support active travel by providing safe, well sign posted and affordable routes to workplaces, schools and community facilities and services.

- Ensure parks and public open spaces are safe, accessible to all, multi-functional and part of an active travel network that connects key destinations (school, workplaces and community facilities).
3. **Active Together** - Work in partnerships across all sectors to consolidate and expand Three Rivers sport and physical activity opportunities enabling sport and physical activity to become a habit of daily lives.

**Objectives:**

- Work with Three Rivers employers to create workplace environments and policies, and provide support, to enable employees (and those seeking work) to move more as part of their working day to improve health and create wealth
- Work with Three Rivers' leisure providers to develop innovative ways of increasing participation which appeal to all sections of the population including people with disabilities, older people and school leavers.
- Work with Watford and Three Rivers School Sports Partnerships, South West Herts Schools Partnership and other organisations in devising plans that increase participation for school age children and young people.
- Identify a new role for Three Rivers Community Sport Network (CSN) which provides advice and guidance on the development of physical activity and sport in the District
- Work with National Governing Bodies of Sport and with voluntary groups to develop a stronger local club network
- Work with Watford and Three Rivers Health and Wellbeing Partnership and Local Strategic Partnership to increase public awareness of physical activity opportunities in the District.

**Performance Indicator**

The following performance indicators will be adopted into the Strategic Plan of Three Rivers District Council and measured through the Three Rivers Omnibus survey:

- % adults classified as inactive (less than 30mins per week)
- % adults achieving 150 minutes of physical activity per week
- % adults participating in sport for 30 minutes per week.

Targets :-

Indicator	Baseline	2016	2017	2018
PI 1: To achieve a year on year reduction in the level of physical inactivity of adults in Three Rivers (less than 30 minutes per week.)	29%	28%	27%	26%
PI 2: To achieve a year on year increase in the number of adults who are active to the recommended level (150 minutes per week)	53.3%	54%	55%	56%
PI 3: To achieve a year on year increase in the number of adults participating in sport for (1 x 30 minutes per week)	36.9%	38%	39%	40%

**Implementation, Monitoring and Evaluation**

Each of the strategic priorities will have their own action plan created to implement, monitor and evaluate the strategy. Organisations in Three Rivers Local Strategic Partnership will be asked to align strategies and plans that impact on physical activity with the priority areas identified in this strategy.

Whilst all agencies, working in partnership, have a role to play, effective leadership and coordination of effort is needed. Each action plan will have clear lines of accountability overseen by Three Rivers District Council which will work closely with the Watford and Three Rivers Health and Wellbeing Partnership, the Hertfordshire Health and Wellbeing Board and Hertfordshire Public Health Board. An annual progress report on the key actions will be produced and reported to the Leisure, Wellbeing and Health Committee and Local Strategic Partnership.

It is crucial that there is a clear business case for continued investment into physical activity and sport by ensuring it plays its part in delivering the ambitions of the Three Rivers Community Strategy especially in relation to health. Therefore we will use the Standard Evaluation Framework (SEF, 2012) for physical activity interventions developed to support the evaluation at local level interventions) to create an evaluation approach to measure the impact, show return on investment, and the economic benefit against our physical activity strategy.

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## Appendix 2 - Potential outcomes and target indicators

Authority Outcome	Target Indicator
<p>A healthier and more active District:</p> <ul style="list-style-type: none"> <li>• Improve and facilitate access to leisure and recreational activities for adults</li> <li>• Provide a range of supervised leisure activities and facilities for young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased levels of activity</li> <li>• Increased usage and participation in all target groups</li> <li>• Increased number and diversity of activities available.</li> <li>• Reduce physical inactivity amongst adults</li> <li>• Attendance by adults at leisure venues and activities</li> <li>• Attendances by young people at leisure venues and activities.</li> </ul>
<p>Promoting community cohesion benefiting target groups.</p>	<ul style="list-style-type: none"> <li>• Increase in participation by target group members</li> <li>• Reduction in physical inactivity of participants taking part on targeted programmes</li> <li>• Reduction in health inequality within adult physical activity levels.</li> </ul>
<p>Improving health and wellbeing.</p>	<ul style="list-style-type: none"> <li>• Increase in number participants completing exercise referral programmes</li> <li>• Increase in participation by local people of over 1 x 30, 3 x 30 and 150 minutes per week.</li> <li>• Increase in engagement and co-ordination with the Leisure Development Team</li> <li>• Increase in perceived levels of wellbeing of participants taking part in targeted programmes.</li> </ul>
<p>Partner engagement</p>	<ul style="list-style-type: none"> <li>• Increase in engagement and co-ordination with local, regional, and national organisations including providing feedback as required.</li> <li>• Increase in number of projects developed working in partnership with other organisations.</li> </ul>
<p>Quality of Services. We will strive to improve and maintain service standards for all services.</p>	<ul style="list-style-type: none"> <li>• Improving Quest scores or equivalent Quality Assurance Mark</li> <li>• Increased User satisfaction levels in the Omnibus Survey</li> <li>• Increasing member and regular user numbers and retention rate.</li> </ul>
<p>Providing local economic benefit</p>	<ul style="list-style-type: none"> <li>• Increasing workforce</li> </ul>

	<p>development opportunities such as apprenticeship schemes and work experience</p> <ul style="list-style-type: none"> <li>• Increase in use of local suppliers for maintenance sub-contracts.</li> </ul>
Sustainability / Environmental improvements	<ul style="list-style-type: none"> <li>• Reduction in annual CO2 emissions</li> <li>• Reduction in annual energy use</li> <li>• Increase in recycling rate</li> <li>• Decrease in waste.</li> </ul>
Long term delivery of revenue savings. We will manage our financial resources to deliver value for money.	<ul style="list-style-type: none"> <li>• Meet financial projections.</li> </ul>

**Appendix 3 – Questions and Answers from the Members’ briefing session on the redevelopment of the The Centre/SJA, held on 20<sup>th</sup> July 2015**

Nos	Question	Answer
1.	Are there risks that the company appointed could run into difficulty and then ask the Council for more money?	<p>There are risks to any project but these will be mitigated through out the procurement process.</p> <p>The project will be delivered through a Design, Build, Operate and Maintain (DBOM) contract. It will be made clear to any potential consortium (building contractor and operator) that they will take the lead and take on the risk in the design, construction and the operation of the new facility. Hence, there will be a clear understanding that there will not be any further funds available from the Council.</p> <p>Once the Council enters into a Contract there will be a fixed management fee agreed and the Company appointed will be providing either Parent Company Guarantees or Performance Bond to protect the Council against any company failure.</p>
2.	Is the contract directly with the operator?	Yes – typically the consortia are operator led and the DBOM contract is with the lead partner (the operator) who then subcontracts the construction
3.	If the operator doesn’t meet targets or requirements what remedies do we have in place?	The Legal Agreement will include a Payment Mechanism and a performance monitoring system to enable the Council to implement remedies.
4.	What about the other facilities at Sir James Altham, Oxhey Jets, Multi Use Games Area?	<p>It is the intention that the status quo remains until the new leisure centre has been completed.</p> <p>Dialogue will take place with Hertfordshire County Council over the future lease arrangements of Sir James Altham, Oxhey Jets and the Multi Use Games Area.</p>
5.	Schools were previously used when The Centre was re-developed last time and this isn’t an option now. Will you look at options to keep the facilities working otherwise users will possibly go elsewhere?	<p>The intention is that the Sir James Altham Swimming Pool will continue to operate whilst development at The Centre takes place.</p> <p>For both the partial and new build options, we would explore whether we could temporarily relocate facilities such as the gym elsewhere within the South Oxhey area.</p>
6.	What research has been done to see what facilities the new build actually needs, such as	Research has shown that there continues to be a need of swimming pool provision

	moving pool floor for those with a disability?	<p>in the South Oxhey area.</p> <p>The key elements of the new Centre are presently swimming pool provision (main and teaching pool), 4 court hall, a remodelled fitness suite and retention of the Youth Club. These are the minimum requirements that the Council is looking to achieve for a new/rebuild facility and we will look to the market to advise us of any extra additions that would be appropriate for this venue?</p>
7.	One of the key issues of the new leisure centre is car parking	<p>Initial advice has been sought from planners as part of the original feasibility work and they have confirmed that no or little additional parking is required.</p> <p>Parking provision for the new facility will be determined by the planning process.</p>
8.	The works will be starting around the same time as the South Oxhey regeneration so parking will be even more of an issue/concern	Management plans for both projects will be implemented to minimise disruption to residents as far as practically possible.
9.	The works at The Centre will be at the same time as the South Oxhey regeneration project, which means there will be lots of turmoil to residents as well as the additional noise, traffic, heavy vehicles	Management plans for both projects will be implemented to minimise disruption to residents as far as practically possible.
10.	If members don't like the report in September how much movement is there as the timeline is tight?	There is flexibility within the procurement timetable. Ideally, completion of the new leisure facility by 31 March 2018, in line with when the present Leisure Management Contract finishes.
11.	Can we have further Member briefing sessions throughout the procurement process?	In addition to Council Committee Meetings, Member briefing sessions will be organised throughout the procurement process.