

**Rutland Leisure Review Project**  
**Leisure and Wellbeing Facilities**  
**Needs Analysis & Options Appraisal**

**December 2020**

**Invitation to Quote**

Rutland County Council is inviting quotations from appropriately qualified and experienced consultants to assist the Authority in undertaking a review of leisure provision and evidence gathering to support the decision making on future provision in the County.

**1.0 Background**

Rutland County Council is undertaking a review of the current sport and leisure provision in the local authority area. The purpose of undertaking the review is to inform options for future provision of council services from 2022 and beyond. This work does not require an Open Spaces Audit or Playing Pitch Strategy.

The Council currently operates two leisure and wellbeing facilities, providing a mix of wet and dry side provision, through a leisure management contract with Stevenage Leisure Ltd (SLL) and in house management. The main leisure centre, Catmose Sports, is part of the campus of Oakham's state secondary school, Catmose College (an academy trust) who own the site. The Council has a lease on the sports facilities in order to provide public access. A smaller facility, the Active Rutland Hub, is owned by the Local Authority and is located just outside the town of Oakham.

The existing SLL leisure centre contract is due to expire on 31 March 2022, and so to inform future service decisions the Authority is seeking consultancy support to review, analyse and recommend options for future leisure provision.

Prior to the consideration of any renewal of leisure centre contracts in the Rutland area the Authority wishes to consider all options for future leisure and wellbeing provision as part of an efficiency process. In addition the Authority has identified in its Medium Term Financial Plan the need to generate net revenue from leisure provision (the current provision is designed to be revenue cost neutral). External specialist support is required during 2020-21 to support the review process and make recommendations for future provision and any procurement of leisure services and wider access to sports and wellbeing.

In undertaking the review the Authority wishes to address four core objectives;

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- I. To review the existing and provide an options appraisal for future leisure and wellbeing provision.
- II. Provide a headline procurement and management model options appraisal, for future council commissioned leisure and wellbeing facilities if required. The model should provide an optimal balance between meeting sport and physical activity market demands, providing sufficient capacity, generating net revenue and addressing local sport and wellbeing development needs – including social prescribing / exercise referral.
- III. To audit and report on the wider supply and demand for provision in the Rutland area and identify a mixed model of provision (public private voluntary) capable of meeting future demand for sport and physical activity.
- IV. Identify opportunities for allocating capital resources (council owned or third party) to achieve better outcomes for people in relation to health, social and economic inclusion.

Within the Rutland area there is a mix of council owned leisure provision, education (schools / FE/HE) and voluntary and private sector facilities that provide community use opportunities for sport and physical activity. One of the intended outcomes of this review is to propose an affordable (to the council) model of this mixed provision that both optimises the needs of the local population and ensures a sustainable co-existence between the sectors and providers of these facilities.

In addition there is an underlying ambition to ensure that future Council resources for sport and physical activity are focused on those who are most inactive / most in need of support and to eliminate subsidy for mainstream sports facility provision where the private sector could meet demand.

## 2.0 Scope

### General

Where appropriate the delivery of the review should adopt and follow Sport England's Assessing Needs and Opportunities Guidance (ANOG) and utilise available Sport England planning, data and guidance tools. There are various relevant existing strategies, plans and reports available for analysis as part of this review and access will be provided to these documents for the appointed consultant. Facilities Planning Model (fpm) data and associated reports may need to be procured as part of the project.

### Needs

A key component of the review will be to demonstrate the need for specific leisure and wellbeing provision appropriate to the local area (and to avoid over-provision). As one of the Council's priorities, the health and wellbeing of the population needs to be a central consideration of all decision making.

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Leisure and wellbeing infrastructure can enable, encourage and motivate residents to make healthy lifestyle choices. A list of Public Health Outcomes and the Joint Strategic Needs Assessment for Rutland will be made available to the successful consultants at the time of appointment. Wellbeing and activity needs that can be articulated in the document include: the management of long term conditions; reducing levels of obesity; tackling inequalities; mental health issues; smoking cessation and falls prevention. The review will also need to consider the cost to the consumer of the provision, and how this may impact on demand.

### **Facilities and Geography**

The scope of this review will in the main be contained to provision and the demand for sport and wellbeing within the Local Authority geographic boundaries of the Rutland area. It is acknowledged however that consideration should be given to bordering provision in neighbouring authority areas, in relation to exported and imported demand and supply. The key facility types to be considered within this review are;

- Swimming Pools
- Larger Accessible Sports Halls (of at least 2 badminton courts or min 300 m<sup>2</sup>)
- Synthetic Sports Pitches
- Fitness Gyms and Studios
- Indoor Tennis Centres
- Other purpose built indoor sports facilities

### **Consultation**

In gathering relevant data and information it is expected that consultation will be extended but not limited to;

- Rutland Council staff and Members
- Current leisure centre management contractors
- Catmose College and other Education providers
- Parish / Town Councils
- Sports Clubs / Rutland Local Sports Alliance (Active Rutland)
- Voluntary sector bodies
- Rutland Primary Care Network
- Rutland Community Wellbeing Service
- Rutland Health & Wellbeing Board
- Rutland Social Prescribing Service (RISE)
- Sports and Leisure Provision Users (Organisations and Individuals)
- Leicestershire & Rutland Sport (Active Partnership)

The full review process, at this stage is divided broadly in to two stages;

#### **Stage 1 – Needs Analysis and Value Assessment of Current Provision**

To undertake an analysis of the current leisure provision / services and report on:

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- a) Assessment of need, demand and latent demand for sports and wellbeing across the Authority area, with a specific focus on health benefits.
- b) Fit for purpose and cost / benefit analysis of the current leisure centre sites and current service offered by the facilities and operators to the local population.
- c) Identification of current gaps in leisure service provision and latent demand for sport and physical activity, particularly where these can drive additional revenue generation.
- d) Future viability of operating the current leisure centre stock in its existing form and locations
- e) Audit and assessment of supply (and potential supply) of third party sport facility (community accessible) provision.
- f) Understanding of any relevant legislative requirements that may impact of service provision during the term of the new contract

### **Stage 2 – Headline Options Appraisal**

To provide a headline options appraisal for the future provision of leisure and sports across the Authority area to include:

- a) A model of provision that delivers net revenue to the Council whilst meeting the needs for sport and wellbeing activity among the local population.
- b) The location and facility mix of sports provision on existing or new sites, to include council leisure centres and other indoor sports facilities
- c) Potential use of third party owned facilities (schools, colleges, third sector facilities) to meet demand where required.
- d) Headline options for procurement and management models of any existing or new sport and leisure provision.

### **3.0 Supporting Information**

Use of the following will be required /considered to support the process:

- a. *Sport England's Assessing Needs and Opportunities Guide (ANOG), the SE approved methodology for assessing sports facility needs.*
- b. *Consideration will need to be given to all sports, particularly those aligned to the demography of the County, including Country Sports, non-traditional / adrenaline sports and commercially driven opportunities.*
- c. *The process must sit within the context of the Council's Plans and Policies.*
- d. *Consideration of the strategic priorities of NGBs and relating them to the future provision to support sports development and event opportunities.*
- e. *Use of Active People interactive, Market Segmentation information, local surveys of sports participation etc. should be used to establish local*

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*insight.*

- f. *Access to a validated baseline profile of participation (physical activity and sport) across the Authority area and a supply audit of current sports facility provision across LA and third party providers.*
- g. *Consideration should be given to local sports clubs and other participation information, and trends in activity.*
- h. *Commercial viability and value for money tests of leisure centre provision are required, and to be aligned with the Council financial strategies.*

### **4.0 Methodology Guidance**

The approach to undertaking the review should include but not be limited to;

#### **Stage 1 – Needs Analysis and Value Assessment of Current Facility Stock**

- 4.1 An assessment of need, demand and latent demand for sports and wellbeing across the Authority area, with a specific focus on health benefits is required. This should be informed by the Rutland JSNA, demographic information, and data from current leisure providers.
- 4.2 An audit and assessment of current supply of sports facilities in the Rutland area and the immediate surrounding area should be undertaken involving visual technical assessments and site visits to
  - a) Council owned Leisure facilities
  - b) Larger third party sports halls where those halls are community accessible and at least 2 badminton courts or 300m<sup>2</sup>. (Only sports halls that have the potential for community use need to be considered)
  - c) Third party swimming pools
  - d) Other relevant built sports facilities within the scope of this brief
- 4.3 Local authority controlled provision assessments should include;
  - a. Quantity of facilities including facility mix, size of individual places, and physical capacity for use, Quality of facilities, condition, age, fitness for purpose, including user surveys (existing), consultation with owners and operators, condition surveys, etc.
  - b. Accessibility – location and catchment to ascertain physical accessibility – using existing FPM and / or NFA data
  - c. Availability – management, ownership, programming, operating costs, opening times etc.
  - d. User base and associated demographic breakdown.
- 4.4 Third party community accessible sports facility assessments should include;

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- a. Quantity of facilities including facility mix, size of individual places, and physical capacity for use.
  - b. Visual technical condition assessment of facilities, where appropriate
  - c. Accessibility – location and catchment to ascertain physical accessibility and user base
  - d. Availability – management, ownership, programming, pricing, opening times etc.
- 4.5 The assessments should include all reasonable methods to identifying current quality and value to the local communities and discussions with facility operators and managers and facility staff.
- 4.6 The assessment should provide analysis of any available condition surveys relating to Council Leisure Centres. (The Council's Property team are undertaking a technical / condition assessment of the Catmose Sports centres and this information will be available)
- 4.7 The assessments should include a review of the current facility management operations and appropriate benchmarking exercise to provide a baseline value assessment.
- 4.8 An assessment from validated and credible data sources should be undertaken to provide a baseline assessment of demand for access to the Councils leisure centres and other sports facilities and include;
- a) FPM data, Active Places Power, Sports Facilities Calculator.
  - b) Analysis of local data on population, participation, unmet demand, etc.
  - c) Identification of latent demand.
  - d) Consultation with local sports clubs, voluntary and private providers and other internal and external consultees.
  - e) Identification of future demand from the data, NGB trends and changes in activities.
  - f) Analysis of walking/driving distance thresholds, availability of public transport links.
  - g) Headline analysis of population growth / Local Plan indicators that may affect future supply / demand.

### **5.0 Stage Two**

#### **Identification of new modelled provision and procurement options**

- 5.1 Utilising the needs, supply and demand data analysis gained from the stage one process an options appraisal should be undertaken to identify a suitable future model of leisure provision for Rutland. The options analysis should focus on the development and procurement options with a focus on;
- a. The facility typology and facility mix (wet and dry).
  - b. The need to refurbish, renew, dispose, relocate etc.

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- c. The optimum location of key facilities within the financial and ownership constraints of the Authority.
  - d. The management model for operating the facilities (e.g. in-house / trust etc.)
  - e. The estimated capital and revenue liabilities for the Authority associated with the options available.
- 5.2 The appraisal should take into consideration that the Authority is seeking to adopt a model of leisure centre provision that is net revenue generating for the future operational management of council leisure centres, and addresses the Council's aspiration to significantly reduce its carbon output.
- 5.3 The Authority is focused on provision of leisure, sport and physical activity services that targets those in the community who participate the least (in physical activity), have less opportunity and would benefit most from engaging in physical activity programmes. It is recognised that traditional leisure centre services do not always reach the key underrepresented target groups e.g. people on low incomes, people with disabilities, and people with long term health conditions and alternative methods of providing physical activity and sporting opportunities to these groups will need to be developed.
- 5.4 Recommendations are sought on the most appropriate model for future leisure provision across Rutland that meets the geographic, demographic and participation needs of the local communities.
- 5.5 Procurement**
- 5.6 A headline procurement options appraisal is required to support future modelling and capital planning of leisure for the Authority. Based on the evidence established at stage 1, advice is sought on the most appropriate procurement method for future leisure provision to achieve both value for money and optimum sport and physical activity service for local communities.
- 5.7 Consideration should be given to options to create operational, service and cost efficiencies.
- 5.8 All procurement options should be considered (in light of suggested management options appraisal from stage 1) e.g. design and build / design, build manage, operate etc. and detail the benefits and liabilities in relation to;
- The nature of the procurement (refurbishment/ renew etc.).
  - Headline Implications from any required site disposal.
  - Headline Capital investment requirements by the Authority.

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- Revenue implications for the Authority from proposed procurement options.
- Contract type and length (where required).
- New site allocation headline costs.

### **6.0 Stage 1 Output.**

As a minimum the following outputs are required

- 6.1** A soft technical and qualitative report on the need, supply and demand of sports provision based on the current local and user profile, that identifies;
- a. Whether the existing LA facility stock is fit for purpose, being optimised, providing value for money and is meeting local needs, (overall effectiveness score).
  - b. Collection of data that provides a baseline assessment of the provision, offer and usage of sites.
  - c. Commentary and cost / benefit analysis of the effectiveness of the current leisure provision and operating model against the need to encourage increased levels of physical activity within the area. This could include;
    - I. Benchmarking against comparable LA areas
    - II. Headline assessment of community needs.
    - III. Assessment of programming and pricing
  - d. Estimated expiry of fit for purpose status (forward period) of current LA controlled stock and effectiveness in respect of service delivery.
  - e. Identification of headline unmet demand for key activity / facility typologies.
  - f. An evaluation and estimated future capital and maintenance cost liabilities for existing council leisure centres.
  - g. Identification of third party facilities providing community access for sport and physical activity and the type and level of provision available within these facilities.
- 6.2** A report to establish what sports provision is needed for Rutland, taking into account local need, national recommendations / benchmarking standards / practices and affordability. The report should include;
- a. Modelled forward projection of demand for provision of sport and physical activity
  - b. The location, facility mix, customer base and services of any proposed council leisure provision
  - c. Proposed use of third party facilities (e.g. schools, voluntary clubs) identifying the facility mix, services and customer base

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- d. Estimated capital investment for the use and access to any proposed third party facilities

### 7.0 Stage 2 Output

A procurement options report and proposal that details the most appropriate delivery option and business case for future leisure provision that;

- Maps the quantity, location and facility mix of the proposed leisure stock.
- Identifies in the new model of provision where disposal, refurbishment, rebuild or relocation of facilities (and their typology) is required.
- Details the core and secondary service offer of the facilities with identification of core intended user markets.
- Suggests the preferred procurement option and management model for all provision and the required capital investment and revenue liabilities.
- Details any necessary phasing requirements for developing a new leisure provision.

### 8.0 Time Scale

8.1 The table below sets out the indicative timetable for submitting quotations and undertaking the review

	Deadline for receipt of quotations and method statement
	Quotations Assessed
	Consultants notified
	Inception Meeting with appointed consultant
	Contract delivery (reporting and delivery timetable to be agreed)
	Final report (TBA)

### 9.0 Quotation Requirements

In submitting the quotation for this work interested consultants will be required to;

- 9.1 Provide an outline of the methodology, stages of work and timetable proposed to undertake the work for both stages 1 and 2
- 9.2 Provide a quotation for the overall cost of undertaking the work with appropriate elemental breakdown of costs and fees
- 9.3 Provide details of the consultants' experience of undertaking similar commissions

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### **10.0 Budget**

10.1 The maximum budget available for all work undertaken is £10,000 plus VAT.

#### ***Further Information:***

*Robert Clayton, Head of Culture & Registration, Rutland County Council. Rutland County Museum, Catmos Street, Oakham, Rutland, LE15 6HW*

[rclayton@rutland.gov.uk](mailto:rclayton@rutland.gov.uk)

*Tel: 0797 023 2019*