

**Open**

# **Special Overview & Scrutiny Committee**

## **Agenda**

**6.00pm**  
**Wednesday, 8th February 2012**  
**Council Chamber**  
**Civic Centre**  
**New Street**  
**Stourport-on-Severn**





## **Overview & Scrutiny Committee**

### **Members of Committee:**

<b>Chairman: Councillor H E Dyke</b>	
<b>Vice-Chairman: Councillor T Ingham</b>	
<b>Councillor J Baker</b>	<b>Councillor G W Ballinger</b>
<b>Councillor A J Buckley</b>	<b>Councillor N Gale</b>
<b>Councillor J Greener</b>	<b>Councillor I Hardiman</b>
<b>Councillor J A Hart</b>	<b>Councillor V Higgs</b>
<b>Councillor J Holden</b>	<b>Councillor D J McCann</b>
<b>Councillor A M Sewell</b>	<b>Councillor D R Sheppard</b>
<b>Councillor S J Williams</b>	

**Would Members please note that, to ensure continuity in scrutiny, substitutes should only be appointed for the Scrutiny Committee in exceptional circumstances.**

### **Information for Members of the Public:**

**Part I** of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this Agenda as well as the background documents used in the preparation of these reports.

**Part II** of the Agenda (if applicable) deals with items of “Exempt Information” for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

### **Declarations of Interest – Guidance Note**

#### **Code of Conduct**

Members are reminded that under the Code of Conduct, it is the responsibility of individual Members to declare any personal or personal and prejudicial interest in any item on this agenda if appropriate. A Member who declares a personal interest may take part in the meeting and vote, unless the interest is also prejudicial. If the interest is prejudicial, as defined in the Code, the Member must leave the room. However, Members with a prejudicial interest can still participate if a prescribed exception applies or a dispensation has been granted.

#### **Co-opted Members**

Scrutiny Committees may wish to appoint Co-Opted Members to sit on their meetings in order to add value to the scrutiny process. To appoint a Co-Opted Member, a Committee must first agree to appoint either a specific person or to approach a relevant organisation to request that they put forward a suitable representative (e.g. the local Police Authority). Co-Optees are non voting by default but Committees can decide to appoint voting rights to a Co-Optee. The Co-Option of the Member will last no longer than the remainder of the municipal year.

Scrutiny Committees can at any meeting agree to terminate the Co-Option of a Co-Opted Member with immediate effect. Where an organisation is appointed to put forward a Co-Opted Member, they are able to send a substitute in exceptional circumstances, provided that they notify Democratic Services in advance. Co-Opted Members must sign up to the Members Code of Conduct before attending their first meeting, failure to sign will mean that they are unable to participate. This also applies to substitute Co-Opted Members, who will need to allow sufficient time before a meeting in order to sign the Code of Conduct.

The following will apply:

- i) The total number of voting co-opted members on any Scrutiny Committee will not exceed 25% at any one time.
- ii) The total number of voting Co-opted Members on any Review Panel will not be limited.
- iii) Those Co-opted Members with voting rights will exercise their rights in accordance with the principles of decision making set out in the constitution.

### **For Further information:**

**If you have any queries about this Agenda or require any details of background papers, further documents or information, you should contact Louisa Bright, Democratic Services Officer, Civic Centre, Stourport-on-Severn. Telephone: 01562 732763 or email [louisa.bright@wyreforestdc.gov.uk](mailto:louisa.bright@wyreforestdc.gov.uk)**



Wyre Forest District Council

Special Overview & Scrutiny Committee

Wednesday, 8th February 2012

Council Chamber, Civic Centre, New Street, Stourport-on-Severn

Part 1

Open to the press and public

<b>Agenda item</b>	<b>Subject</b>	<b>Page Number</b>
<b>1.</b>	<b>Apologies for Absence</b>	
<b>2.</b>	<b>Appointment of Substitute Members</b>  To receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Director of Legal & Corporate Services, together with the name of the Councillor for whom he/she is acting.	
<b>3.</b>	<b>Declarations of Interest</b>  In accordance with the Code of Conduct, to invite Members to declare the existence and nature of any personal or personal and prejudicial interests in the following agenda items. Members should indicate the action they will be taking when the item is considered.  Members are also invited to make any declaration in relation to Section 106 of the Local Government Finance Act 1992.	
<b>4.</b>	<b>Future Arrangements for the Management of Sports and Leisure Centres</b>  To receive a copy of the report entitled "Future Arrangements for the Management of Sports and Leisure Centres" for discussion and the documentation that was presented to the Sports & Leisure Centre Review Panel. (To follow)	-
<b>5.</b>	<b>To consider any other business, details of which have been communicated to the Director of Legal and Corporate Services before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.</b>	



6.	<p><b>Exclusion of the Press and Public</b></p> <p>To consider passing the following resolution:</p> <p>“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of “exempt information” as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.</p>	
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## Part 2

Not open to the Press and Public

7.	<p><b>To consider any other business, details of which have been communicated to the Director of Legal and Corporate Services before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.</b></p>	
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**WYRE FOREST DISTRICT COUNCIL**

**CABINET**  
**31ST JANUARY 2012**

**Future Arrangements for the Management of Sports and Leisure Centres**

<b>OPEN</b>	
<b>SUSTAINABLE COMMUNITY STRATEGY THEME:</b>	Improving Health and Well Being
<b>CORPORATE PLAN PRIORITY:</b>	Delivering Together with Less Improving Community Well Being
<b>CABINET MEMBER:</b>	Councillor T L Onslow
<b>DIRECTOR:</b>	Director of Community & Partnership Services
<b>CONTACT OFFICER:</b>	Kay Higman Ext. 2902
<b>APPENDICES:</b>	Appendix 1 Site appraisal Appendix 2 Financial detail Appendix 3 Procurement options Appendix 4 Report on Community Asset Transfer (CAT) Ken Watkins  <i>The appendices to this report have been circulated electronically and a public inspection copy is available on request. (See front cover for details.) Please note appendices 1 and 2 contain exempt information.</i>

**1. PURPOSE OF REPORT**

- 1.1 To enable the Cabinet to make a decision on the future arrangements for the management of the sports and leisure centres in light of the "delivering together for less" corporate priority.

**2. RECOMMENDATION**

The Cabinet is asked to **DECIDE** that:

- 2.1 In order to meet the future needs of the District as this is the most affordable and sustainable option a new leisure centre based on Option 3, including a swimming pool, should be progressed,
- 2.2 Wyre Forest Glades Leisure Centre should be closed in order for a new leisure centre to be built to serve the district. Closure will be the earliest of:
- (a) when a new leisure centre is complete; or
  - (b) if the site needs to be vacated in order to allow its development by any purchaser of the site; or
  - (c) the end of the 2 year extension to the current contract in March 2015;



- 2.3 Stourport Sports Centre will cease to be operated by Wyre Forest District Council when the new leisure centre is complete or at the end of the 2 year extension to the current contract in March 2015 if an asset transfer has not been possible;
- 2.4 The transfer of Bewdley Leisure Centre and playing fields should be secured and a negotiated withdrawal from the dual use agreement;
- 2.5 the Director of Planning and Regulatory Services and the Director of Legal and Corporate Services in consultation with the Cabinet Member for Community Well-being be authorised to enter into negotiations for the acquisition of the preferred site for the new leisure centre identified in Exempt Appendix 1.
- 2.6 Following acquisition of the site the appropriate Directors in consultation with the Cabinet Member for Community Well Being, commence the procurement exercise using the restricted procedure for a Design Build Operate Maintain (DBOM) contract for the build and operation of the new leisure centre.
- 2.7 That the Capital and Revenue Budgets associated with Option 3 as set out in Section 5.3 of this report and Exempt Appendix 2 be approved and included in Cabinet's final budget strategy proposals in February (exact phasing to be confirmed together with final costs following site acquisition and competitive procurement).

### **3. BACKGROUND**

- 3.1 Wyre Forest District Council operates three Leisure Centres, situated in Bewdley, Kidderminster and Stourport. They attract over 500,000 visits per year and are managed by DC Leisure on behalf of the Council.
- 3.2 The current leisure management contract with DC Leisure ends in March 2013. The leisure centre buildings and facilities are coming to the end of their useful life and costs to the Council will increase because the facilities require investment to keep them fully operational and fit for purpose. Usage figures will start to decline further as the quality of the facilities declines.
- 3.3 In January 2011 Cabinet agreed to carry out a full strategic options appraisal with the aim that future provision after March 2013 would cost the Council less than the current annual subsidy.
- 3.4 A Member scrutiny review panel, which was representative of the whole District, was established in March 2011 which met to consider a number of options available to the Council including closing the centres, refurbishment or a new centre. The Review Panel findings were reported to the Overview and Scrutiny Committee in June 2011. The Overview and Scrutiny committee agreed to recommend the findings to Cabinet.
- 3.5 The Cabinet met in June 2011 to consider the recommendations from the Overview and Scrutiny Committee where these were noted.
- 3.6 The Cabinet also agreed to endorse the Overview and Scrutiny recommendation that a public consultation exercise be carried out between July and September 2011 and



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that the results be reported back to the meeting in October 2011 to enable key decisions to be made.

- 3.7 At the Cabinet meeting in October 2011 it was agreed that further work would be carried out on a range of new build options (Option 2, Option 3 and Option 4); the CAT for Stourport Sports Centre and Bewdley Leisure Centre was to be investigated further; investigations for a potential site would continue and further financial appraisal work to be carried out for these options.
- 3.8 It was also agreed at the Cabinet meeting in October 2011 to extend the current leisure management contract with DC Leisure for 2 years from March 2013 with an option to terminate at 6 months notice by either side. This would enable procurement and build of a new centre which should take approximately 3 years from a final decision to progress and with an available site. The contract extension would be an extra cost to the Council (subject to formal negotiation with DC Leisure).
- 3.9 In addition to the annual management fee for Wyre Forest Glades Leisure Centre and Stourport Sports Centre, DC Leisure has agreed to provide a figure for future management of Bewdley Leisure Centre if a negotiated withdrawal from the dual use arrangement with the High School cannot be achieved and DC Leisure has advised that this would be in line with current costs.
- 3.10 A negotiated withdrawal is being pursued which would involve Bewdley High School taking on responsibility for the Leisure Centre and the associated sports pitches. However, a withdrawal cannot be guaranteed at this stage.

## 4. **KEY ISSUES**

### **Facility mix**

#### **4.1 New Build Options**

- 4.1.2 In accordance with the Cabinet decision on the 18<sup>th</sup> October 2011 the new build options developed are as follows:

<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>£9.185m</b>	<b>£10.135m</b>	<b>£11.265m</b>
Reception/offices/ staff/café/kitchen	Reception/offices/ staff/café/kitchen	Reception/offices/staf f/café/kitchen
4 Courts Sports Hall	6 Courts Sports Hall	6 Court Sports Hall
6 lane 25 metre pool plus learner pool	6 lane 25 metre pool plus learner pool	6 lane 25 metre pool plus learner pool plus leisure water (1 flume and small splash water area)
Wet and Dry change	Wet and Dry change	Wet and Dry change
70 station fitness suite/studio	80 station fitness suite/studio	90 station fitness suite/1 studio
5 aside	5 aside	5 aside
		Climbing wall



## **4.2 Site options for a new build**

4.2.1 A desk top site analysis of a number of identified potential locations for a new sports and leisure centre was carried out by the Planning Policy and Regeneration teams.

4.2.2 A total of 8 sites were assessed in terms of suitability against general criteria, which included the following considerations;

- Site Size (approx 4.5 acres to accommodate facility mix and car parking on a single site)
- Accessibility (good access, including public transport and parking arrangements)
- Availability & Viability (ideally on public sector owned land, minimising costs)
- Planning Policy Implications (a suitable use for the location)
- Infrastructure Requirements (any major costs associated with delivery)

4.2.3 From this a number of sites were identified for further investigation and initial discussions with landowners before a more detailed level of analysis. The initial summary of findings provided in Exempt Appendix 1 remain commercial in confidence so as not to compromise the Council's negotiating position to ensure best value.

4.2.4 A key factor will be availability and delivery to ensure that if a new facility option was decided upon it could be implemented as soon as possible and to maximise the regeneration opportunities that may present themselves on the Eastern Gateway.

## **4.3 Procurement options**

4.3.1 There are various contract options available for a new build leisure centre, which are detailed in Appendix 3 of this report. The ideal option for a new leisure centre would be Design, Build, Operate and Maintain (DBOM). The successful management company would be responsible for the operation and maintenance of the centre for a set period following the construction of the building. This option gives the contractor liability for the maintenance and repair of the building and therefore the Council would not need to meet these costs whether planned or unknown. A feature of DBOM is that the management of the facility returns to the client after a specified period of time, for example 25 years. The operator would be required to maintain the building throughout this period.

4.3.2 Two procurement routes are available to the Council which are the Restricted Procedure (RP) and the Competitive Dialogue Procedure (CD). The pros and cons of both are set out in a table in Appendix 3. Both procedures would achieve the desired outcome of the project. These options have been examined in detail and the Competitive Dialogue route although more expensive could realise savings when the tenders are received, however weighing up the risks associated with both methods and that any potential savings with the Competitive Dialogue route cannot be quantified it is recommended that the Restricted Procedure would be the most appropriate.



#### **4.4 Community Asset Transfer (CAT)**

##### **Stourport Sports Centre**

- 4.4.1 The Cabinet at the meeting in October 2011 decided that discussions should be pursued with any interested parties regarding the potential for a Community Asset Transfer for Stourport Sports Centre. A further study was commissioned and completed by Ken Watkins Associates (see Appendix 4) which concluded that a CAT was unlikely given the financial liabilities of the building.
- 4.4.2 Discussions took place with seven organisations during the process as well as the current sports centre leisure management company (DC Leisure) and Halo leisure (management company for Herefordshire leisure centres). Each of the organisations concerned have reached the conclusion that it is not financially viable to pursue a CAT. Wyre Forest swimming club has provided a list of desirable facilities they would like to see in any potential new centre and would rather any capital money was spent on a new facility than invested in the current site.
- 4.4.3 If any other interested party approaches the Council to asset transfer Stourport Sports Centre then this would be considered.

##### **Bewdley Leisure Centre**

- 4.4.4 Bewdley Leisure Centre is under a separate agreement with Bewdley High School and the County Council. Discussions have taken place with the school regarding the transfer of this asset, including the playing pitches, to either the school or another interested party. Information is currently being prepared to be provided to the school in order for a decision to be made on the way forward. If a negotiated withdrawal is not possible the Council cannot terminate this agreement early. The agreement regarding Bewdley Leisure Centre commenced on 25<sup>th</sup> July 1989 and is for a period of 125 years. The earliest break is at 40 years which would be in 2029; at this break the Council could terminate the agreement and the County Council would be obliged to pay to the District Council a proportion of the capital costs incurred by the District Council from the date the centre was constructed. It is therefore recommended that the transfer of Bewdley Leisure Centre and the playing fields to Bewdley High School be pursued by a negotiated withdrawal.
- 4.4.5 DC Leisure has agreed to operate Bewdley Leisure Centre at the same management fee as the current budgets (plus RPI uplifts) if negotiations do not achieve a withdrawal from the site. Bewdley Leisure Centre is excluded from the financial appraisals and the associated revenues budgets are still available and would therefore be budget neutral.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 This section sets out summarised financial costs and affordability of the preferred new build options presented to Cabinet on the 18<sup>th</sup> October 2011, summarised on section 4.1 of this report. The detailed report of the financial analysis work is provided in Exempt Appendix 2.
- 5.2 The financial analysis is based on development of the new build options, with the closure and sale of the existing leisure centre at Wyre Forest Glades Leisure Centre



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(WFGLC). The site falls within the Bromsgrove Street area of the 'Eastern Gateway' to Kidderminster town centre and a concept feasibility report for the redevelopment of this area was reported to Cabinet in November 2011. For Stourport Sports Centre (SSC) the options for a Community Asset Transfer (CAT) have been separately reviewed and are excluded from this affordability assessment.

- 5.3 The affordability based on current information and assumptions is summarised in the table below.

Options considered – for Site Assumptions see Exempt Appendix 2	Option 2	Option 3	Option 4	Maintain Current All
	£'000s	£'000s	£'000s	£'000s
<b>Total Capital Spend *</b>	9,185	10,135	11,265	2,250
Management Fee payable to the Council p.a.	-40	-100	-67	
Running Costs p.a. (including management fee)	42	42	42	888
Lifecycle Costs**	60	68	76	
Capital Financing Costs p.a.	734	809	899	180
<b>Total Revenue Spend p.a.</b>	796	819	950	1,068
<b>Budget 2011/12 original</b>	857	857	857	857
<b>Affordability Cost/(Saving) compared to current revenue budget</b>	- 61	-38	93	211
<b>Affordability 30 Years Cost/(Saving) compared to current revenue budget</b>	-1,830	-1,140	2,790	6,330

\* Capital spend includes cost of new build, fit out costs, land acquisition, site investigations, project costs and fees and is net of capital receipts for land sale of existing centres.

\*\* Lifecycle costs, to cover the replacement and upgrade of assets over and above operational maintenance.

### Key Assumptions and Caveats

The key variables have been set out in the body of the report, and are substantially subject to national factors. The main local variables are around the site. For this it should be noted that no contingency has been included for highways, access, infrastructure, ground conditions or car parking issues at the site or created by the development.

- 5.4 Fit out costs have been assessed as part of the financial appraisal; whilst most contractors would agree to pay these costs as part of the tendering exercise these have been included in the costings in Section 5 - Financial Implications, based on a worse case scenario. New build costings have been obtained by our leisure management partners DC Leisure and are based on a competitive square meterage rate which is currently being achieved in the market place through a competitive tendering process.
- 5.5 Prudential borrowing is the assumed form of funding for this Options Appraisal. Alternative sources of funding, such as leasing, have been considered and evaluated by the project team. As these have been proven to be more costly than Prudential Borrowing over the estimated life of the contract these are not recommended and have not been included in the figures now presented.
- 5.6 The only sale proceeds taken into account in these appraisals are for the disposal for the existing Wyre Forest Glades site.



- 5.7 It is recommended that Option 3 for a New Build to serve the whole district, based on the facility mix set out in 4.1 and preferred site as identified in the Exempt Appendices be approved. This option provides savings of £38,000 pa against the current cost of service provision; however it also represents a saving of £249,000 over the status quo as costs are forecast to increase in the future.
- 5.8 The Financial Appraisal costings are full-year effects and do not allow for the costs of any overlap between continuation of the existing facilities and completion of any New Build. If approval is made to retain existing facilities until the new leisure centre is operational a one-off revenue budget of £350,000 will be required to fund costs of borrowing the majority of which is envisaged for use in 2014/15 of £300,000, with the remaining £50,000 in 2013/14.
- 5.9 The Council will continue to investigate any sources of external funding, such as Sport England which may contribute to a new build.

**6. LEGAL AND POLICY IMPLICATIONS**

- 6.1 The current contract with DC Leisure is due to be extended until March 2015, however, no further extension is permitted within the existing contract. A formal procurement exercise would therefore be required to provide a leisure centre management contract at the current centres if required beyond March 2015.

**7. EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 An Equality Impact Needs Assessment has been undertaken and the economic, social and accessibility factors have been identified and will be accounted for in terms of access to any future leisure provision.

**8. RISK MANAGEMENT**

- 8.1 Whilst it is not a statutory requirement to provide leisure centres, these facilities provide valued community assets which improve the quality of life and well being of many residents. The ongoing appraisal project is seeking to achieve a sustainable and affordable option for the future.
- 8.2 The affordability assessment is based on cost estimates and indicative assessments of variables. Actual affordability will depend on the actual outcomes, which could vary significantly, favourably or unfavourably. These can be viewed as risks and opportunities, but they also need to be managed, for instance in terms of stop/go decisions and phasing. Some of the risks/opportunities are detailed below:
- 8.3 Market Risks/Opportunities
- 8.3.1 Build costs – This is a relatively specialist market, and may be prone to significant market fluctuations dependent on supply/demand, the general building market, and the market players.
- 8.3.2 Site values – The specific requirements for the site may mean there is a cost and a delivery risk.



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8.3.3 Interest rates – Interest rates have fluctuated and are at a period of uncertainty. Similarly the short and long term rate differentials have similar fluctuations. This may present a significant opportunity or threat to the project. A 1% change in interest rates for example would add £10k per £1m of capital expenditure to the interest cost.

8.3.4 Management fee – Until the project goes out to competition the management fee for a new build will remain indicative, and subject to market conditions. If Wyre Forest Glades Leisure Centre has to close earlier than the new centre being open for reasons outlined in 2.2b) there is potential for a loss of client base to transfer to the new centre and therefore a potential contractor may view revenue neutral as being difficult to achieve.

### **8.4 Delivery Risks/Opportunities**

8.4.1 Current provision – There are delivery risks and opportunities associated with the current provision. For Wyre Forest Glades Leisure Centre, a seamless transition to the new facility and sale of the site, could realise the site asset proceeds and minimise other change over costs (such as redundancy, overlap of provision, operational costs, and mothballing), but any project phasing issue will have cost impacts.

8.4.2 The Site - The condition, location, remedial/infrastructure requirements and timing of availability is a major risk which cannot be readily assessed until site search and condition assessment is concluded. A significant unknown at this early stage is the costs of highways infrastructure for access to the final site. There is also the risk that the contingency allowance within the New Build costs will prove insufficient and that an additional separate project contingency will be required increasing overall costs.

### **8.5 Funding Risks/Opportunities**

8.5.1 Budget settlement – Affordability in the long term will be dependent upon the budget funding available for this service. National budget settlements and economic political issues will impact this.

8.5.2 Funding options – Prudential borrowing is the assumed form of funding for this Options Appraisal .

### **8.6 Economic/Demographic Risks/Opportunities**

- a) Price inflation
- b) Demographic changes

## **9. CONCLUSION**

9.1 Options 2 and 3 at a preferred site are affordable at current prices, at circa £61k and £38k p.a. under available budget. Although option 4 is likely to be unaffordable compared to current budget, it could be affordable depending on the level of any capital receipts generated.

9.2 The new build options are also deemed more affordable than extending the life of current centres. This is primarily because the management fee, repair and maintenance costs are likely to increase, while continued capital investment is required to maintain minimum facility operational standards.



- 9.3 It is concluded that a new build (option 3) would provide the best outcome for the Council on the basis of both affordability and from a strategic leisure perspective. This is reflected in the recommendations which are outlined in section 2 of this report

**10. CONSULTEES**

- 10.1 Corporate Management Team/Cabinet.  
10.2 Cabinet Member for Community Well Being.

**11. BACKGROUND PAPERS**

- 11.1 Cabinet Report 26<sup>th</sup> March 2009.  
Cabinet Report 25<sup>th</sup> January 2011.  
Cabinet Minutes 21<sup>st</sup> June 2011.  
Cabinet report 18<sup>th</sup> October 2011.
- 11.2 Scrutiny Scoping Paper and Scrutiny Meeting Minutes 16<sup>th</sup> March, 23<sup>rd</sup> March 2011, 13<sup>th</sup> April, 27<sup>th</sup> April 2011, 2<sup>nd</sup> June 2011.
- 11.3 Scrutiny review group information.
- 11.4 Consultation results.
- 11.5 Existing Contract with DC Leisure.



## **PROCUREMENT**

### **Contract Options**

There are various contract options available, summarised as follows:

#### **Design – Bid – Build**

This is the traditional construction route where either in-house or appointed architects design the building and specify the exact requirements in the tender documents. The advantage of this option is that the Council would have control over the design. The procurement process is simplified as all contractors are clear of the requirements. The disadvantage and main reason that construction projects have moved towards a Design Build approach is that a large amount of the risk remains with the client. The more detail that is specified the less risk there is for the contractor. This can lead to difficulties in identifying responsibility for faults and to a situation where it is easy for the contractor to blame the Council for design faults.

If the Council were to choose this route for the build of a leisure centre, further arrangements will need to be made for the operation of the service and the on-going maintenance of the building.

#### **Design Build**

The Design Build model puts the responsibility on the contractor to design the building thereby providing the client with a clear point of responsibility. The disadvantage of not being able to specify requirements can be reduced by a well managed procurement exercise. Outline details of requirements would be set out in the tender documents but the detail left to the contractor. As with Design – Bid – Build the Council would need to separately procure a provider of the operation and maintenance services using this model.

#### **Design, Build, Operate and Maintain (DBOM)**

This is the option which is recommended for the leisure facility. It builds on the Design Build model by including the operation and maintenance services for a set period following the construction of the building. Giving the contractor responsibility for all functions should provide a more cohesive solution and is more likely to achieve a service which is independent of revenue subsidy. Through the design and build the contractor should be able to incorporate efficiencies and elements to the building and services on offer to give the best chance of making the operation economically viable.



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### **Appendix 3**

A feature of DBOM is that the management of the facility returns to the client after a specified period of time, for example 25 years. The operator would be required to maintain the building throughout this period.

Whilst the ideal scenario is that all risks transfer to the contractor, Members should be aware that the final outcome (following the tender process) may be that the Council adopts some ongoing risk to ensure the capital payment or any revenue subsidy is within budget.

### **Procurement Options**

Members will be aware that the value of the proposed contract for the design, build, operation and maintenance is over the EU Threshold and the Council is therefore required to follow one of the procedures set out in the Public Contracts Regulations 2006. The main element of the work is the build; the Works threshold of £4.3m therefore applies. The procurement options available are:

#### **Open**

This procedure allows anyone interested in the contract to submit a tender. It is not felt that this is a suitable route for this project due to the potential number of contractors and the officer time it would take to evaluate these.

#### **Restricted**

The restricted route allows the Council to limit the number of tenders by conducting a pre-qualification questionnaire to assess the financial standing and previous experience of contractors before they are asked to submit their tender. With both the Open and Restricted route negotiation is not permitted, once tenders are received only clarification discussions are permitted. It is therefore essential that the specification within the tender documents is clear enough to ensure tenders provide workable solutions.

#### **Competitive Dialogue**

This process provides an alternative option to the Negotiated procedure. With Competitive Dialogue tenderers submit an initial bid and then enter a period of dialogue with the authority to allow the authority to input into their bid and for them to create a solution which meets the authority's needs. Unlike the negotiated procedure which focuses on the 'preferred bidder' more than one tenderer enters the dialogue (usually three) so the competition element remains throughout the process. Once the authority is satisfied that at least one of the bids can provide a satisfactory solution it calls an end to the dialogue and the tenderers must all submit a final tender. Following this point all dialogue ends and the authority evaluates the tenders in the usual way (evaluation criteria must be established at the outset of the process).

This procedure can only be used where the authority is unable to define the technical means, the financial make-up or the legal make-up of the contract and where the restricted and open procurement route would not allow the award of the contract.



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**Appendix 3**

**Negotiated**

The Public Contracts Regulations only allow use of the negotiated procedure in very limited circumstances. It is not felt that this procedure is available for use in this project.

In summary therefore the two procurement routes available are the Restricted Procedure (RP) and the Competitive Dialogue Procedure (CD). The pros and cons of both are set out in the table below:

	<b>Pros</b>	<b>Cons</b>
<b>Restricted Procedure</b>	Shorter timeframe than CD. On average a RP can be completed within 6 to 9 months.	The Specification and Contract Terms need to be finalised at outset of the procedure, intensifying time input in initial stages
	The cost of external project management and legal advice would be significantly less than the CD route.  Estimate £180k for legal and project costs	Once tender received no negotiations are permitted leaving the choice of accepting a tender or starting the process again.
	Provided a proper procedure is followed the risk of a challenge under this route likely to be less than CD.	The process is fairly rigid potentially leading to a less competitive price than CD.
	Some flexibility for innovation available by allowing an alternative bid. This allows the tenderer to move away from the specification and provide an alternative option to their main proposal. Any such proposal would need to be evaluated using the set evaluation criteria.	Any alternative bid is set as proposed by the tenderer and again negotiation is not permitted.



**Agenda Item No. 9.1**  
**Appendix 3**

<b>Competitive Dialogue</b>	The process allows dialogue with tenderers for the Council to input into their proposals increasing the chances of satisfaction with the final result.	The timeframe is longer than RP, it is estimated that the process would add from 4 to 6 months to the timetable. This could be longer if there are not sufficient resources available to adequately manage and focus the dialogue.
	Because of the flexibility of the dialogue there is the potential that the cost of the contract could be driven down through the process.	The costs of external project management and legal advice would be significantly higher than RP. The dialogue allows the commercial terms to be discussed as well as the tender and it is likely this would lead to a need for significant legal input.  Estimate £355k for legal and project management costs
		The cost for tenderers of preparing the tender and going through the CD process is high which could impact on the price of the contract. In addition, the unsuccessful tenderers will have invested significant resources into their tenders and there is an increased risk of challenge.
		There is a requirement to legally justify the use of the procedure as 'particularly complex' and that the contract could not be awarded under the RP.

It is felt that there is sufficient clarity as to the Council's requirements of the build and management that the contract could be awarded by using the Restricted Procedure.

**Recommendations**

That upon the acquisition of a site the Director of Legal and Corporate Services and the Director of Resources, in consultation with the Director of Community and Partnership Services, commence the procurement exercise using the restricted procedure for a Design Build Operate Maintain contract for the build and operation of the proposed leisure centre.



2011

# **Stourport Forward**

## **STOURPORT SPORTS CENTRE COMMUNITY ASSET TRANSFER VIABILITY REPORT Part 2 - For Wyre Forest DC**

Ken Watkins  
KW Associates  
22/12/2011





## **2.1) Executive Summary – part 2**

### **Purpose**

2.1.1 This report has been commissioned by Wyre Forest District Council to investigate and provide information for the viability of a potential Community Asset Transfer (CAT) of Stourport Sports Centre from Wyre Forest District Council to a Community Management Vehicle.

2.1.2 Following an earlier report from KW Associates for Stourport Forward Facilities Project Board one recommendation was to consult further with relevant potential partners giving additional sports groups the opportunity to be involved in the management of a community sports facility.

2.1.3 This report highlights the outcomes of interviews and discussions with groups and associations, not previously included in formal consultation regarding the opportunity for community management of Stourport Sports Centre and further examines the positions of groups initially involved with the original viability review.

2.1.4 This report should be read as an addition to and in conjunction with the original Sports Centre Asset Transfer Viability report dated 20/07/2011 produced for Stourport Forward.

### **2.2 Report Conclusions**

2.2.1 Conclusions have been formed through various discussions with local bodies and groups to ascertain the actual commitment to undertaking an asset transfer of the sports centre.

2.2.2 A selection of the findings is shown below with the full list of conclusions contained within the main body of the report in section 2.8:-

2.2.3 Seven Groups have been interviewed during this process of which all seven have confirmed that they will not be pursuing an interest in community management of the sports centre.

2.2.4 There are no financial implications regarding a CAT to report.

### **2.3 Report Recommendations**

2.3.1 Following this further investigation into the viability of a CAT of the Stourport Sports Centre there are no community groups, clubs or associations interested in progressing such a management transfer.

2.3.2 It is recommended, that Wyre Forest District Council continue to progress its plans for a new leisure facility keeping to their existing timeframe with regard to options for design and appropriate financial modelling.

2.3.3 Setting key decision milestones within the planning timeframe for a new district facility will allow for decisions to be made without the influence of a community asset transfer and its financial impact.

2.3.4 However, Wyre Forest District Council will need to make a final decision on the future of the Sports Centre following the decision to extend the current management operators contract until such time as a new facility is delivered. This decision will have a financial implication, but not with the same financial impact as if a CAT was to take place.



## 2.4) Table of Contents

Section	Contents	Page
	Title	1
2.1 - 2.3.1	Executive summary	2
2.4	Table of Contents	3
2.5 - 2.5.10	Background	3
2.6 - 2.6.9	Introduction	4
2.7 – 2.7.12	Key Findings	5
2.8	Conclusions	7
2.9	Recommendations	8
2.10	Acknowledgements and Background Papers	8
2.11	Consultation	8
2.12	Appendices	9
2.13	Report Author	9

## 2.5) Background

2.5.1 The initial viability report dated 20/07/2011 examined a number of elements which demonstrated the feasibility for potential transfer to community management and included the following key issues;

- a) Condition of the facility and capital expenditure required to ensure the facility is fit for purpose, detailing essential plant and equipment requirements
- b) Income and expenditure performance plus addendum
- c) Statistical usage information
- d) Staffing and volunteer operational support structure
- e) Current management operator DC Leisure position with regard to Community Asset Transfer
- f) Potential funding support
- g) Understanding of Sport England West Midlands position with financial legacy support for Stourport

2.5.2 Attention is drawn again to the understanding of the sensitive nature that prevails around existing user groups, the community in general, the employees of DC Leisure and the company's commercial sensitivities and is intended to compliment and finalise the current cultural options review being undertaken by Wyre Forest District Council with regards to new sports and leisure provision.

2.5.3 Reminder: It is important to remember that a feasibility process is just that - to see if a project is feasible - and it may not be! It will have to consider carefully if the asset to be transferred is a risk, a liability or has potential to progress and potential to attract funding. The important thing is not to pursue a hopeless cause and try to balance being optimistic with being realistic and prudent and focus on answering the following questions:

- Is the project desirable?
- Can the project be accomplished?
- Is the project viable?



2.5.4 Community sports organisations should not allow external pressures to force them into agreeing to something if they are not convinced of a project's potential to be viable and manageable.

2.5.5 Current policy guidance from Government via the Department of Communities and Local Government encourages the transfer of property assets to the third sector where clear community benefits can be identified. Any such course of action would however need to be rigorously evaluated and scrutinised in terms of value for money, long term community benefits and the risk to both transfer parties.

2.5.6 A full business case must be submitted by the third sector organisation in support of its proposal to transfer assets to the third sector.

2.5.7 The Council will not guarantee to provide additional funding to the third sector organisation, except as part of an agreed contract for service provision.

2.5.8 The Council will not accept responsibility for the running of the facility if the third sector organisation should fail or go into administration/insolvency.

2.5.9 If transfer is by way of a lease, the Council will be entitled to recover possession of the property should the third sector organisation go into administration/insolvency or be in material breach of the terms of the lease. If freehold transfer is contemplated, similar forms of safeguard such as a covenant or other restriction on use may be applied.

2.5.10 Reporting timeframe has been time constrained to a completion for end December 2011

## **2.6) Introduction**

2.6.1 Following the initial report commissioned by Stourport Forward regarding the viability of asset transfer within the community of the sports centre, Wyre Forest DC wished to expand the investigation to all clubs and associations with the potential ability and willingness to take on such a scheme.

2.6.2 Wyre Forest DC is very supportive of Stourport Forward and its sub group The Facilities Project Management Group in the progression of the government pilot scheme for the introduction of Community Management of public assets. They continue to be transparent and responsive in this support giving additional opportunity to potential groups, independent of Stourport Forward, to investigate the possibility of transferring assets into community management and should be applauded for their forward thinking.

2.6.3 The transfer of assets will reduce maintenance and management costs to the Council, enable community organisations to support public service delivery, offer a base for neighbourhood based service delivery, as well as contribute to the Council's community leadership role.

2.6.4 The report provides information on the potential commitment from community groups and partnerships to take on the challenge of asset transfer through community management.

2.6.5 Five additional sports groups have been interviewed during this process (detailed below in 2.11 Consultation) as well as the current sports centre leisure management operator, Wyre Forest Swimming Club, Stourport High School and the Herefordshire and Worcestershire Sports Partnership Director.

2.6.6 It was felt necessary to ascertain the nature and type of support and policies that may be in place by those who could influence and support a potential transfer.



2.6.7 It is fair to say that the organisations involved in the original report have had further time to explore their positions and gain a better understanding of the effect of a CAT for their organisation.

2.6.8 Groups interviewed in this second phase of viability have needed to come up to speed in a much shorter timeframe and have responded quickly in the knowledge required to understand how such a scheme could affect their memberships and operations.

2.6.9 The viability report and group discussion approach focused all parties on identifying and managing the potential risks prior to and not after transfer and therefore should a potential management vehicle arise time should be given to allow such a group to develop its plans to fruition. Only then can an informed decision be made by the community group as to whether to progress its interest into actual plan.

## **2.7) Key Findings**

2.7.1 The outcomes of consultation undertaken in regards to pursuing community management of the sports centre are detailed below and will form the report conclusions and recommendations.

2.7.2 Details of particular outcomes of each individual club, association or organisation will not be exposed to public scrutiny. The sensitivities of reason and forward plans of each organisation must be respected and as such only a top line outcome will be produced.

2.7.3 The Stourport High School having fully considered their position and future plans for the school will not be entering into community asset transfer of Stourport Sports Centre.

2.7.4 The Stourport Sports Association (SSA) having fully discussed the potential for community management are content with their current partnership with Wyre Forest DC, which runs to 2072 and will not be furthering their interest in CAT management.

2.7.5 The Stourport Boat Club is a member of The SSA and will not pursue independent interest on their own behalf.

2.7.6 The Stourport Cricket Club is a member of The SSA and will not pursue independent interest on their own behalf.

2.7.7 The Stourport Swifts Football Club is a member of The SSA and will not pursue independent interest on their own behalf.

2.7.8 The Stourport Rugby Club is a member of The SSA and will not pursue independent interest on their own behalf.

2.7.9 The Wyre Forest Swimming Club will not be furthering their interest in a community asset transfer of the sports centre.

2.7.9.1 The Swimming Club feel that the current building liabilities are too great a risk to undertake and to their credit were concerned that any expenditure required to support the aging facility would result in reduced facilities being provided in a proposed new leisure facility currently being financially modelled and designed by the Council. Additionally;

2.7.9.2 The Wyre Forest Swimming Club will support a new build leisure facility and have detailed their desired design provision as an 8 lane 25m swimming pool, competitive timing equipment provision that is a non permanent fixture, but that can be installed for competition only,



teaching/warm down pool and spectator gallery provision of 300 seats, officials poolside facility to include positioning of electronic timing and PC equipment.

2.7.9.3 The Club's minimum requirement for provision would be a 6 lane 25m pool, electronic timing equipment, 200 spectators seating and officials room adjacent to poolside.

2.7.9.4 The Club will also provide to Council Officers a summary of their aspiration for the future of the club, numbers of members, their ages, standard of competence and the levels of competition and leagues currently performing within around the region and nationally.

2.7.10 The Sports Partnership Herefordshire and Worcestershire is an alliance of the eight Local Authorities and two Primary Care Trusts of Herefordshire and Worcestershire, University of Worcester, Sport England and National Governing Bodies of Sport. They have been established to be the strategic lead for Sport & Physical Activity across the two counties and their primary focus is around increasing participation. They are funded by contributions from the key partners and act on behalf of the partnership to maximise investment from other sources into the area. The organisation is not an operator of facilities.

2.7.10.1 The Partnership Director has indicated his support to any community body that achieves a transfer by way of training and coach development. They do not give grant funding but will help link to funding initiatives as appropriate. The Sports Partnership will endeavour to support a CAT as far as they are able to through training, development of club supporting structures, linkage to Governing Bodies, legislation and Government funding initiatives.

2.7.11 Current leisure management operator, DC Leisure Business Development Director was interviewed (via the telephone) with regard to potential company direction and involvement should a CAT of the sports centre take place. Attached below is a statement received from The BD Director, Mr Tim Hewett;

"DC Leisure (DCL) has commented on the Community Asset Transfer (CAT) at paragraph 5.5 of the initial report produced for Stourport Forward Facilities project Board, which clearly sets out its position. DCL acknowledges that CAT is still in its infancy, and whilst these types of transfers may work in other sectors, leisure facility management is fraught with operational issues, health and safety obligations, legislation, financial and property risks. The public leisure management contractors/sector including DCL is now highly professionalised and experienced to meet these challenges/issues. DCL has invested significantly into its Management Support structure which means that we are able to support our Staff on site in every facet of leisure management. It is these resources and expertise that enables us to deliver a high quality and viable leisure service. In addition, with the significant amount of capital investment we have made in facilities, ICT and the training and development of our Staff, this means that we are in a strong position to meet the challenges that this ever changing industry/market presents."

"DCL operates three facilities on behalf of Wyre Forest District Council and receives a significant level of subsidy to offset the pricing structure, programming, opening hours, specification outputs and contractual requirements dictated by the Council. DCL would only be interested in operating the Stourport Leisure Centre if the revenue subsidy required to meet its contractual obligations and financial objective/viability was guaranteed as currently."

"DCL may be in a position to help a potential community management vehicle by providing various support services and access to its highly regarded Quality Management Systems. In addition there



may be an opportunity for DCL to provide management support to ensure that the CAT is successful in achieving its objectives. However, for the CAT to be successful and viable, long term funding is required particularly if they are to take on full repairing and insurance responsibilities for what is an ageing facility."

"DCL remains willing to discuss future options should the CAT of Stourport Sports Centre go forward."

## **2.8) Conclusions (inc financial implications)**

2.8.1 Following further interviews and investigations with Stourport Sports Clubs, Associations and High School it is clear from the findings above that there is no appetite for the progression of a community asset transfer within the community.

2.8.2 The groups interviewed represented the most likely associations to have the management ability to progress such a transfer.

2.8.3 At this stage of the viability report there are no financial implications to report.

2.8.4 Financial implications of a new facility arising from the design requirements of the Wyre Forest Swimming Club will be modelled into future options for design as a new project progresses. This report has not been requested to provide such information.

2.8.5 It must be said that Wyre Forest District Council is fully responsive to the concept of asset transfer from within the community and expressed its desire to support any such group to achieve their goals. The effect of requested financial support and the sustainability of a potential management vehicle business plan will not now be subject to financial planning decisions through the democratic process in place at Wyre Forest District Council.

## **2.9) Recommendations**

2.9.1 There is no viable option available to progress a CAT of Stourport Sports Centre

2.9.2 There will be no financial implications arising from a CAT and as such Wyre Forest District Council should proceed with the option to develop, solely, a new leisure facility within its district.

2.9.3 It is recommended that Wyre Forest District Council continue to progress its plans for a new leisure facility keeping to their existing timeframe with regard to options for design and appropriate financial modelling.

2.9.4 Setting key decision milestones within the planning timeframe for a new district facility will allow for decisions to be made without the influence of a community asset transfer and its financial impact on financial calculations, design and effect on fiscal borrowing.

2.9.4 Finally, Wyre Forest District Council will need to make a final decision on the future of the Sports Centre following the decision to extend the current management operators contract until such time as a new facility is delivered. This decision will have a financial implication, but not with the same financial impact as if a CAT was to take place.



## **2.10) Acknowledgements and background papers**

2.10.1 The following material has been used in reference whilst compiling this report;

Sport England Community Asset Toolkit

The Development Trust Association – To Have and to Hold, a guide to community asset development

The Asset Transfer Unit – Performance in Public Services

2.10.2 The report author would like to thank all people involved for their time and quick responses to meeting requests and information provision.

## **2.11) Consultation**

The following people, groups and bodies have been consulted during the process of compiling this report and their time and contribution is very much appreciated;

Kay Higman	Culture Services Manager Wyre Forest District Council
Liz Quinn	Head Teacher Stourport High School
Mike Humphreys	Deputy Head (Growth) Stourport High School
Diane Magee	Head of Finance and Administration Stourport High School
Steve Brewster	Director Herefordshire and Worcestershire Sports Partnership
Peter Barnett	Chairman Wyre Forest Swimming Club
Becki Rowley	Wyre Forest Swimming Club
John McDonald	Secretary Stourport Sports Association (SSA)
Andy Hough	Chairman Stourport Boat Club (Member SSA)
Julian Farmer	Stourport Rugby Club (Member SSA)
James Cook	Stourport Cricket Club (Member SSA)
Chris Reynolds	Chairman Stourport Swifts FC (Member SSA)
Tim Hewett	Business Development Director DC Leisure

## **2.12) Appendices**

None

## **2.13) Report Author**

The author of this report is Ken Watkins FCIMSPA; Inst. Mangt. Dip of KW Associates and can be contacted by Mobile: 07854 147 326 Phone: 01384 442211 Email: [kenwatkins59@msn.com](mailto:kenwatkins59@msn.com)



# **SPORTS AND LEISURE CENTRE REVIEW PANEL**

**17<sup>TH</sup> MAY 2011**



## Wyre Forest Leisure Feasibility 17<sup>th</sup> May 2011



[www.dcleisurecentres.co.uk](http://www.dcleisurecentres.co.uk)



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## Profile

- Peter Kirkham – Development Director
  - Board member at DC Leisure
  - Former Local Authority Leisure Director
  - Advisor to Sport England
  - Technical background
  - Project managed over £400m leisure schemes including LA projects eg Wandsworth (£15m), Waverley (£9m) Councils

[www.dcleisurecentres.co.uk](http://www.dcleisurecentres.co.uk)



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## DC Leisure - Company Introduction

- Company formed in 1991
- Partnership with Authority since 2003
- Partnership – over 29 client authorities
- Manage 100 Leisure Centres
- Group T/O Circa £100m
- Proven track record and references
- Considerable experience in Facility Development / PFIs / PPP
- Built 11 new centres in last 6 years
- Employ over 6500 staff

[www.dcleisurecentres.co.uk](http://www.dcleisurecentres.co.uk)



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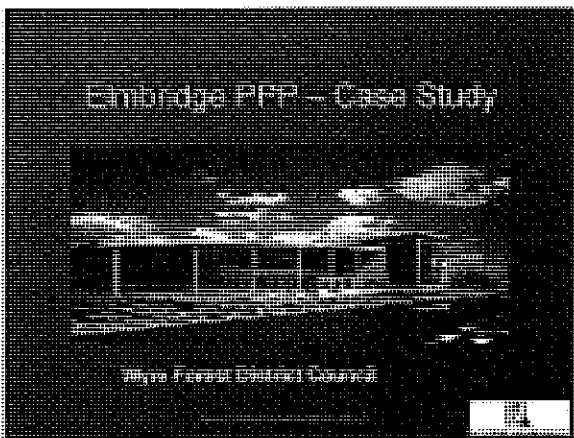
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**Development Proposal  
– Facility Provision**

- 25m eight lane Pool (200 spectator seating)
- 20m Learner Pool (moveable floor)
- Bowls Hall
- 8 Court Sports Hall
- Crèche facilities
- 100+ Station Fitness Suite
- Multi Purpose Rooms
- Internet Café
- Climbing Wall (variant)
- Reception
- Children's Play

[www.wyeforestcouncil.co.uk](http://www.wyeforestcouncil.co.uk)

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## Development Proposal From This to ....



[www.developmentscentre.co.uk](http://www.developmentscentre.co.uk)



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This – On time and on  
budget 14th August 2006



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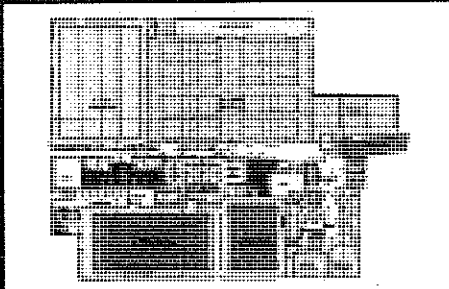
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## Development Proposal – Ground Floor Plan



[www.developmentscentre.co.uk](http://www.developmentscentre.co.uk)



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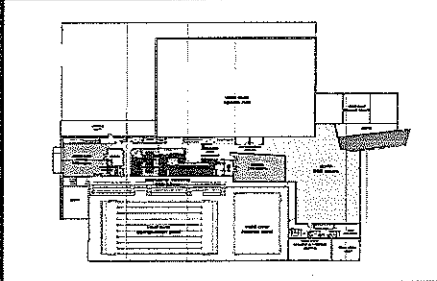
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## Development Proposal First Floor Plan



[www.bristolairport.co.uk](http://www.bristolairport.co.uk)



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## Xcel Reception



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## Xcel Café Servery



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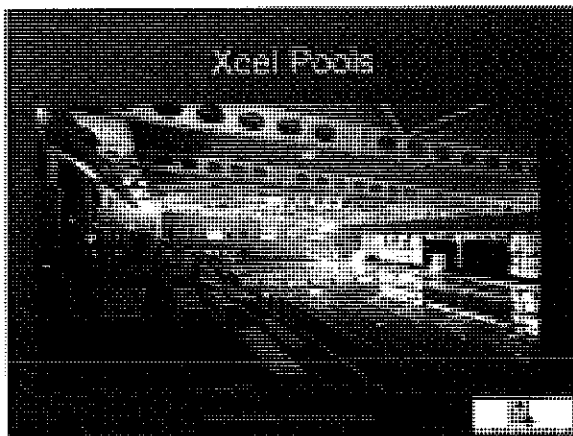
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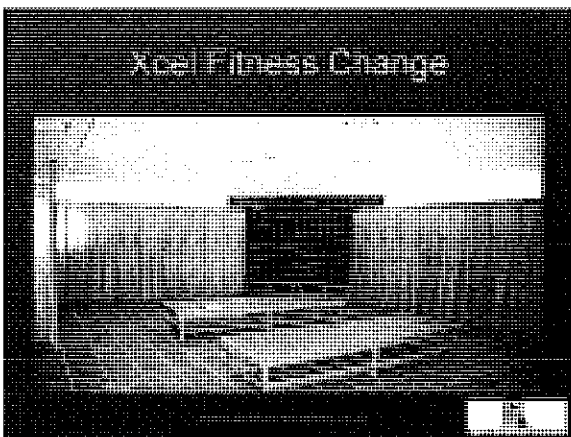
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## Financial Appraisal

	Original	New Cost	Benefit 15/25 years
Leisure Centres	£600k pa	£187k pa	£6.195m £10.325m
Build Cost			
- Build	£12m	£11.8m	
- Ground Conditions	£ 2m	£ 1.0m	
Cost per m <sup>2</sup>	£2,000	£1,638	

[www.leisurecentres.co.uk](http://www.leisurecentres.co.uk)




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## Elmbridge Xcel Performance

- Attendance
  - 100% increase in the Factory
  - New Xcel Development
- Fitness Membership
  - 100% increase in the Factory
  - 100% increase in the New Xcel Development
  - 100% increase in the New Xcel Development
- Swimming
  - 100% increase in the Factory
  - 100% increase in the New Xcel Development
- Centre Membership increased by 100%

[www.elmbridge.co.uk](http://www.elmbridge.co.uk)




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## DC Leisure

Examples of some of our other schemes

[www.dc-leisure.co.uk](http://www.dc-leisure.co.uk)




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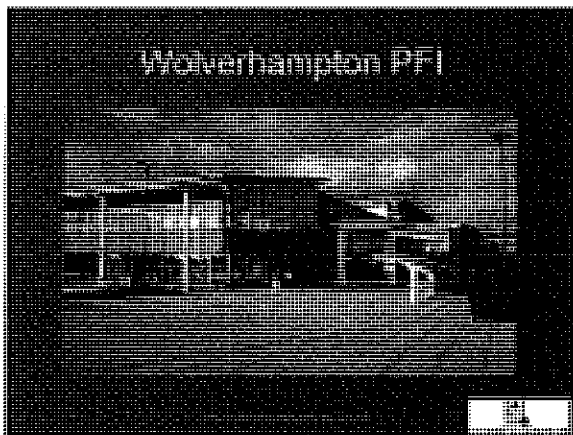
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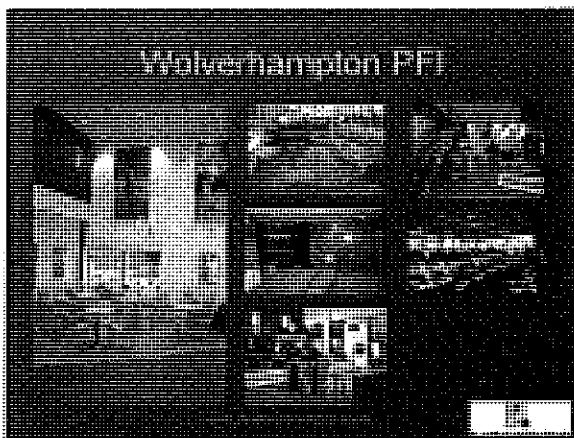
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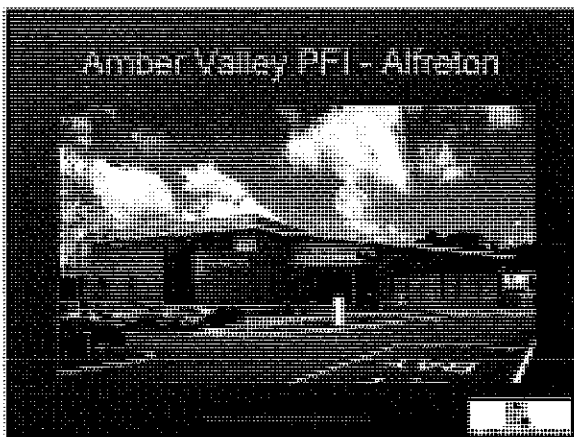
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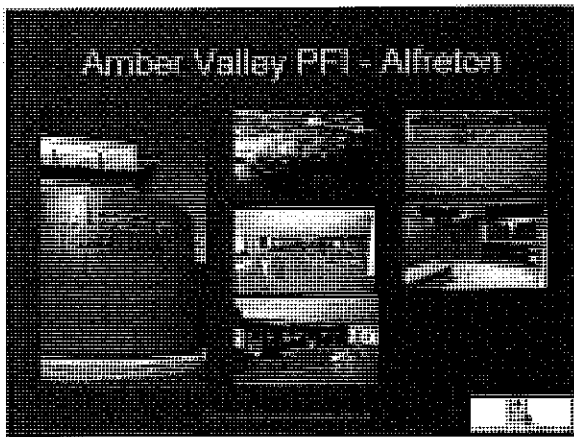
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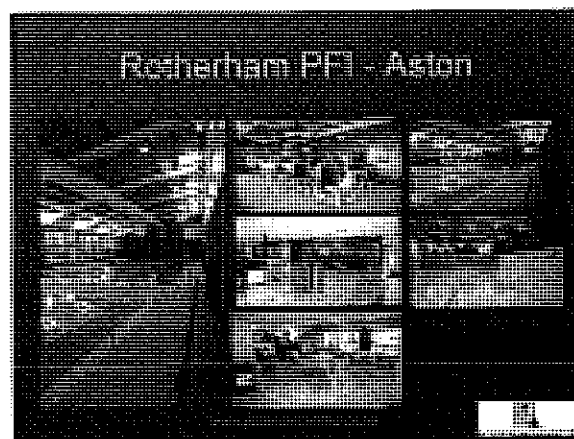
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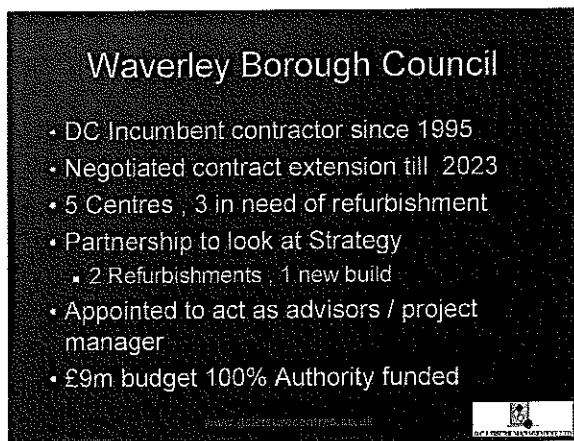
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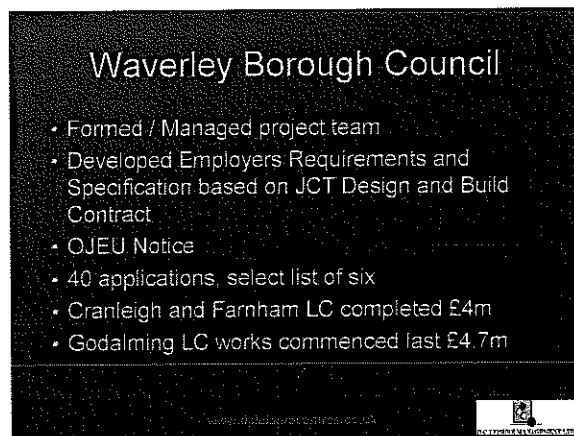
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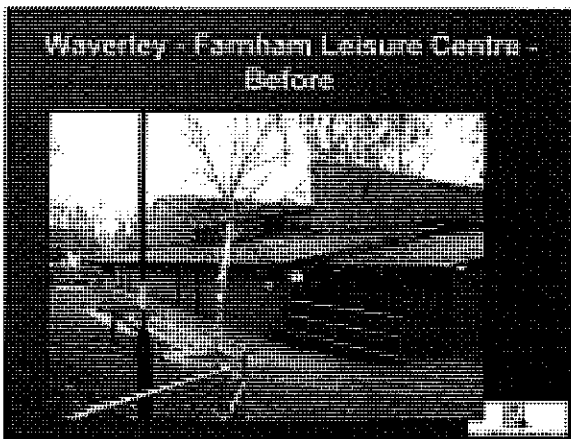
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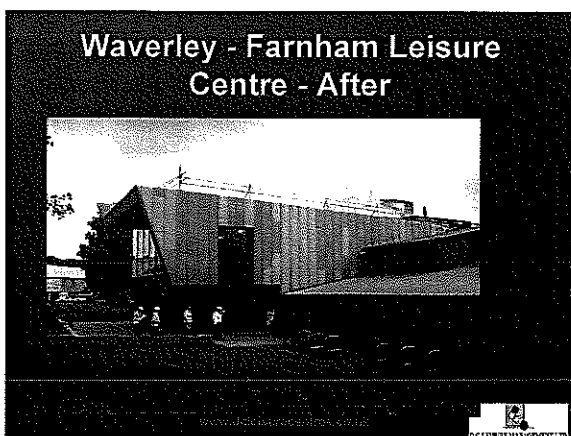
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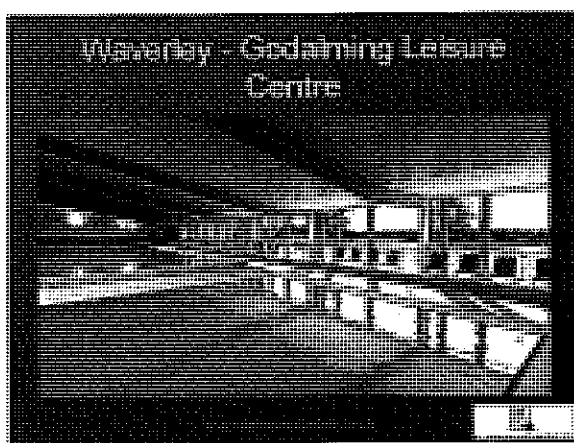
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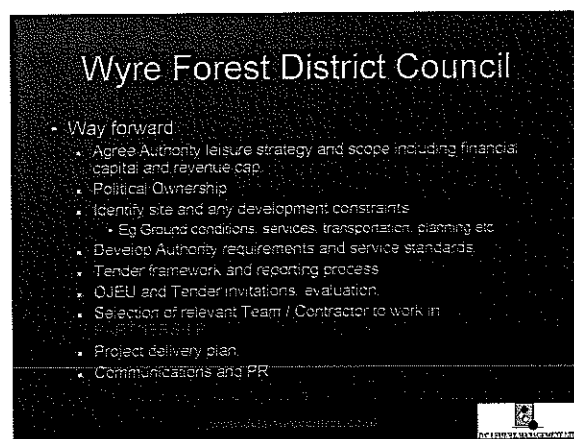
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And Finally .....

Please don't hesitate to contact  
us if we can assist any further.

Q & A

Contact details:-

[peterkirkham@dcleisure.co.uk](mailto:peterkirkham@dcleisure.co.uk)

Mobile 07711 689246

[www.dcleisure.co.uk](http://www.dcleisure.co.uk)



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**WYRE FOREST DISTRICT COUNCIL**

**SPORTS AND LEISURE CENTRE REVIEW PANEL**

**BOARD ROOM, GREEN STREET, KIDDERMINSTER**

**TUESDAY, 17TH MAY 2011 (4:30 PM)**

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**Present:**

Councillors: J Baker, H E Dyke, J Greener, J Holden, M B Kelly, F M Oborski, J A Shaw, D R Sheppard, and N J Thomas.

Observer: Councillor J-P Campion.

**SLRP.34 Apologies for Absence**

There were no apologies for absence.

**SLRP.35 Declaration of Interests**

No declarations of interest were made.

**SLRP.36 Minutes**

**Decision: The minutes of the meeting held on 27th April 2011 be confirmed as a correct record and signed by the Chairman.**

**SLRP.37 Report Back on Site Visit**

The Panel received a presentation from Peter Kirkham of DC Leisure which set out some of the options available for the construction of new leisure centres, which was in addition to the information Members had received on recent site visits.

A summary of the key points raised is provided below:

- It was a good time to construct a new leisure centre, as building costs were relatively low, with £1800 per square metre said to be a realistic figure.
- 5-a-side football pitches generated considerably more revenue than full size football pitches, estimated to be £60-£70k p.a. for a full sized pitch and £350k for 5-a-side.
- The cost of refurbishment depended largely on the age of the building, an estimate of £5million was given to refurbish the Glades, and £9million to modernise the centre. It was estimated that it would cost £2.2million to refurbish Stourport Sports Centre.
- The structural design life of buildings recently constructed by DC Leisure was estimated to be 60 years, and 40 years for the internal fabric of the buildings.
- It was important to design the inside of a leisure centre to be as flexible as possible to adapt to changing trends.
- Bowls halls were not considered to be financially viable, as they were mainly used during the winter which resulted in a low rental income and low utilisation.
- Squash courts did not generate much revenue. Moveable walls could be used which allow the space to be used for other, more lucrative activities, such as dancing or aerobics classes. However, moveable walls were relatively expensive.



**Agreed: To note the contents of the presentation.**

**SLRP.38 Options Review and Possible Recommendations**

The Panel considered a report from the Cultural Services Manager which set out possible options for the Review Panel. The Cultural Services Manager outlined the contents of the report, and then the Financial Services Manager tabled a paper which set out estimates of the budgetary implications of the options set out in the report, over a five year period.

A summary of the key points raised is provided below:

- It was considered to be unlikely that the Council would attract external funding for a leisure centre as it would need to be regionally significant in order to do so.
- The Cultural Services Manager said that Sport England had suggested that funding may be available for refurbishing the Stourport Sports Centre if a CAT was to take place..
- A Member queried why the Council was using a considerably shorter asset life estimation than the structural design life which was suggested by DC Leisure. In response, the Financial Service Manager advised that the Council had to use asset life estimates which were in accordance with the useful life of the building, expected standards set out by the Council's Auditors, and the advice provided by the Council's Treasury Management Advisors.
- The asset disposal value of the Glades was estimated to be approximately £892k, with an estimated demolition cost of £360k. Disposal values for the land did not factor in potential receipts from disposals for alternative use at present, as it was felt to be prudent to assume only a modest return at this early stage in the project.
- The Panel discussed how various facilities could be provided within a new leisure centre depending on the available budget, and concluded that before making any recommendations on the specifics of what facilities should be provided, they should agree a strategic outline. After this outline had been agreed, specific details could then be developed further.
- A Community Asset Transfer for Stourport Sports Centre could take 18 months to complete, and so if this was to be recommended it was important to commence work on it as soon as possible.

**Agreed:**

**To recommend the following to the Overview and Scrutiny Committee, to recommend to Cabinet:**

- 1) No leisure provision within the District is not considered to be an option.**
- 2) Refurbishment of the Glades is not considered to be an option.**
- 3) A new build leisure centre within Kidderminster is the preferred option, but at this stage it is not possible to comment on a preferred site or the facilities to be provided within the leisure centre.**
- 4) A Community Asset Transfer for the wet and dry facilities at Stourport Sports Centre should be progressed.**
- 5) A Community Asset Transfer for Bewdley Leisure Centre should be progressed with any willing partners.**
- 6) That extension to existing management contracts, as previously approved by Cabinet, with DC Leisure take place, if necessary, whilst recommendations 1 -5 are being progressed,**

The meeting ended at 17:42



# SPORTS AND LEISURE CENTRE REVIEW PANEL

27<sup>TH</sup> APRIL 2011



WYRE FOREST DISTRICT COUNCIL

SPORTS AND LEISURE CENTRE REVIEW PANEL

THE LOOM ROOM, DUKE HOUSE, CLENSMORE STREET, KIDDERMINSTER

WEDNESDAY, 27TH APRIL 2011 (4 PM)

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**Present:**

Councillors: J Baker, H E Dyke, J Greener, J Holden, M B Kelly, F M Oborski, J A Shaw, D R Sheppard and N J Thomas.

**Observer:**

Councillor M A Salter.

**SLRP.24 Apologies for Absence**

There were no apologies for absence.

**SLRP.25 Declaration of Interests**

No declarations of interest were made.

**SLRP.26 Minutes**

**Decision:** The minutes of the meeting held on 13th April 2011 be confirmed as a correct record and signed by the Chairman subject to Councillor D R Sheppard not being recorded as present and having tendered his apologies.

The Chairman advised the Review Panel that he would be altering the order of the agenda and would be taking item number 5 – Ian Silvera, Sports England first.

**SLRP.27 Ian Silvera, Sports England**

Mr Ian Silvera from Sports England was in attendance and gave a presentation on facility investment through providing evidence on strategic need.

A tool kit has been produced that addressed 3 questions:

- The current position.
- The impact of replacing the current Glades facility with the proposed Wyre Forest leisure centre at an alternative site
- If Stourport closes (and no CAT) can the proposed Wyre Forest Leisure Centre serve the district.

Members were advised that the toolkit looked at supply and demand for sports halls and swimming pools. The toolkit also looked at demand via population.

**Current Position**



There was currently a good level of pool provision in Wyre Forest. Provision was in fact above the required level. However, the facilities were old and this affected their quality and attractiveness.

Further, whilst there were high levels of satisfied demand, the Leisure Centres were generally full and were not able to absorb additional capacity. There were small amounts of people without access to a car who were outside the walking catchment of the leisure centres.

A discussion ensued on the possible future scenarios of leisure provision within Wyre Forest.

#### **Impact of replacing Glades with a new Leisure Centre**

It was considered that there would be a considerable reduction in provision although levels of satisfied demand would still remain good. The location of the new Leisure Centre if between Stourport and Kidderminster could result in demand being attracted from Stourport Sports Centre and as a result it was estimated that this centre would be 30% full. It was also considered that there would be increased pressure on existing facilities in Kidderminster e.g. Holy Trinity pool and Kidderminster Youth House. Further, it was considered that there would be increased levels of unmet demand (although relatively small), in Kidderminster as the less mobile could not travel to the new facility.

#### **If Stourport Sports Centre closed could the New Leisure Centre serve the District?**

It was considered by Sports England that the impact of this scenario would be that the levels of satisfied demand would be reduced but would be comparable to regional averages. Facilities would be very full with limited scope for pools or no scope for halls to absorb additional demand. Location might have an impact on people using the facility. It was likely that there would be levels of unmet demand in Kidderminster and Stourport due to facilities being full and residents unable to travel. Mr Silvera commented that Stourport played a role in meeting demand and that if this facility was taken out of the equation more provision would be required elsewhere.

A Member queried whether it was feasible to have just one pool and two 'dry' sites (e.g. wet and dry in Kidderminster and dry in Stourport). Mr Silvera clarified that it would depend how large the facility was and how to configure it to meet the demand in the district.

A Member expressed concern that if there was only one 'wet' facility that there would be competition for usage of that pool between the Swimming Club and the public. Currently swimming lessons were mainly provided at Stourport Sports Centre and the King Charles pool. If the pool in Stourport was removed there would be increased pressure on the pool in Kidderminster and the Swimming Club would want to be using the pool at optimum times when the public would also wish to use it. The Cultural Services Manager clarified that with a new build leisure centre the Swimming Club could not be accommodated to the degree they are currently at Stourport Sports Centre. It was necessary to have a dialogue with the Swimming Club to ascertain their view regarding the possibility of a community asset transfer on the basis that their training requirements would not be accommodated in any new provision.



Another issue to consider was what was happening with the possible community asset transfer of the Stourport Sports Centre to a community group which could potentially be established through the Stourport Project Board. A Member perceived that if the dry side was taken away from Stourport Sports Centre parents would stop using the Sports Centre as they currently use the dry side whilst their children were accessing the 'wet' side.

It was considered necessary to assess the scale and location of the new facilities. A new build was likely to put a strain on existing facilities in Kidderminster and Stourport and would result in increased levels of unmet demand. A new leisure centre would serve the whole of the district but at a cost as the new facility would be very full and potentially would not be able to absorb extra demand.

### **Options**

Members discussed the options presented by Sport England that were available to the Council. Assuming the objective was to provide option levels of facilities including capacity for future growth, two main options were:

1. To retain Stourport Sports Centre and locate new Wyre Forest Leisure Centre (25 metre, 6 lane swimming pool plus teaching pool and 6-8 court hall) in Kidderminster town centre. (Sport England recommended this option based on the strategic analysis undertaken).

or

2. Close Stourport Sports Centre and Wyre Forest Glades Leisure Centre and build a larger Wyre Forest Leisure Centre (25 metre and 6-8 lane pool and teaching pool and 8 – 10 court hall) in Kidderminster.

Members queried the costings for the above and were advised that for the first option the cost would be approximately £13m and the second scenario with an 8 lane pool would be £15m, however competition for this external funding is very competitive.

A Member queried whether Sports England would help with the funding of a new leisure centre. In response the Member was advised that Wyre Forest Sports England had a large capital pot which supported major capital investment projects of between £1/2m and £1.5m

A member advised the Review Panel that the Stourport Facilities Group were not interested in a community asset transfer if the facilities were transferred in their current state. The Cultural Services Manager advised that Stourport Swimming Club had not ruled out a community asset transfer and were aware of the amount of work required to bring the facilities up to standard.

**Decision: The presentation be noted.**

### **SLRP.28 Scoping Paper**

Members had received with their agenda a copy of the original scoping form and this had been sent in order for Members in order to refresh in their minds the objectives of the Review Panel. It was considered that it was necessary to hold



another meeting to absorb the information received from the meeting today and to pull together all the work undertaken so far. Questions about the affordability and sustainability of the project were key to the recommendations to be made to the Cabinet.

Members were advised that the Cabinet had asked the Review Panel to consider the following scenarios:

1. Status Quo with or without refurbishment of centres.
2. Potential closure of one or more the sites with a potential for community asset transfer.
3. Provision of a new build centre.

A discussion ensued about the possible asset transfer of the Stourport facility and it was considered it would be pertinent to liaise with the Stourport Facilities Group which had been working out a timetable for potential asset transfer. It was considered that there needed to be more cohesive working between the Panel and the Stourport Facilities Group.

A Member expressed concern about the number of organisations that could not move forward until the Panel had made its recommendations. The Cultural Services Manager clarified that an Asset Transfer Programme would not happen for 2 years. A considerable amount of grants were available to organisations who undertook an asset transfer and these were not accessible to the local authority. Any grant given by the local authority would be on a tapering basis but would be significantly less than what was paid at the moment and would depend on the group concerned.

It was noted that the contract with DC Leisure would expire in March 2013 beyond this point the Council would need to consider what repairs needed to be done.

**Decision: The information be noted.**

## **SLRP.29 Financial Options Appraisal**

Members considered two papers which outlined the financial options for the project. Appendix 2 gave an overview. Appendix 1 focussed on 3 visions:

1. Transfer Stourport, Close/Sale Glades, New Build
2. Extend Stourport and Glades. New Building, Close/Sale Stourport and Glades.
3. Extend Stourport only. Close/Sale Glades. New Build, Close/Sale Stourport.

The information contained a pared down repair schedule which cannot be classed as capital but revenue expenditure. The figures factored in potential redundancy costs of relevant TUPE transfers for each option and updated site value information. The demolition costs at Stourport were the same as the site value so net sales proceeds have been assumed.. The figures exclude any planning and land consolidation gain as it premature to anticipate these. A 30 year life cost model had also been worked out.

Option 1 was considered to be the most effective but was not ideal as it does not



meet the Cabinet objective of achieving savings on the revenue budget. Option 2 shows that there is a net £1.8m under funding over the 5 years 2013/18. Option 3 would also result in an underfunding position.

All options fail the affordability test at this stage whilst this could change and the costings will continue to be refined this is a major concern as the Committee need to make a financially viable recommendation. Members considered that a further approach should be made to Stourport Sports Association in view of the fact that they had 30 acres of land which was rented for a peppercorn rent of £1 per annum on a 99 year lease. It was considered important to approach Stourport Sports Association as they may wish to become stakeholders in view of the community asset transfer that was being considered. If a community asset transfer was considered then it was important to not preclude other organisations.

Following discussion it was considered that there were 3 possible options available with regard to the community asset transfer:

1. Community Asset Transfer.
2. Community Asset transfer of dry side and closing of the swimming facility.
3. Retain area currently occupied by swimming pool having a dry side but using the other part as a hall facility.

The Director of Community and Partnership Services stated that the Review Panel and the Stourport Facilities Group had agreed at the beginning of the process to work together and that the Cultural Services Manager had attended the Leisure Facilities Sub Group meetings as appropriate. This would be discussed at the next meeting as it was necessary to share thinking.

#### **Decision;**

1. The information be noted.
2. Ongoing discussions to be held with Stourport Facilities Group.
3. Another meeting of the Review Panel be held on 17<sup>th</sup> May 2011 at 4.30 pm in the Board Room at Green Street, Kidderminster.
4. The Cultural Services Manager to have dialogue with the Stourport Sports Association partners to establish any interest in Community Asset Transfer for Stourport Sports Centre.

#### **SLRP.30 Site Visit**

As it had not been possible to arrange a site visit before this meeting Members discussed possible dates for a site visit. The following Members agreed to attend a site visit on Monday 9<sup>th</sup> May 2011:

Councillors Baker, Holden, Kelly, Oborski, Sheppard and Thomas. Pictures of the Basingstoke facility would be circulated to those Members who were unable to attend the site visit.



**Decision:**

1. **A site visit to visit the Basingstoke leisure facilities be held on Monday 9<sup>th</sup> May 2011. Members to assemble at 8.30 am on the Glades car park, Kidderminster.**
2. **The Cultural Services Manager to present at the next meeting site visit pictures of the Basingstoke Leisure Facilities.**

**SLRP.31 Options Review and Possible Recommendations**

As the Panel required another meeting to formulate its recommendations it was agreed that this item be deferred until the next meeting.

**Agreed : the Options Review and Possible Recommendations item be deferred until the next meeting.**

**SLRP.32 Communications Plan**

A Communications Plan was tabled at the meeting that outlined the proposed plan for communicating the review.

**Decision: The Communications Plan be agreed.**

The meeting ended at 6.40 pm.



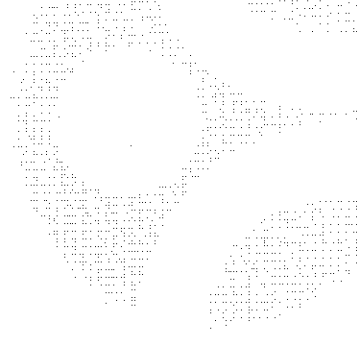


Creating sporting opportunities in every community

# Wyre Forest Sports Facility Investment

Ian Silvera  
Facilities & Planning Manager

28 April 2011





## Purpose

To inform WFD C decision making on facility investment through providing evidence on strategic need

28 April 2011





# Scenarios

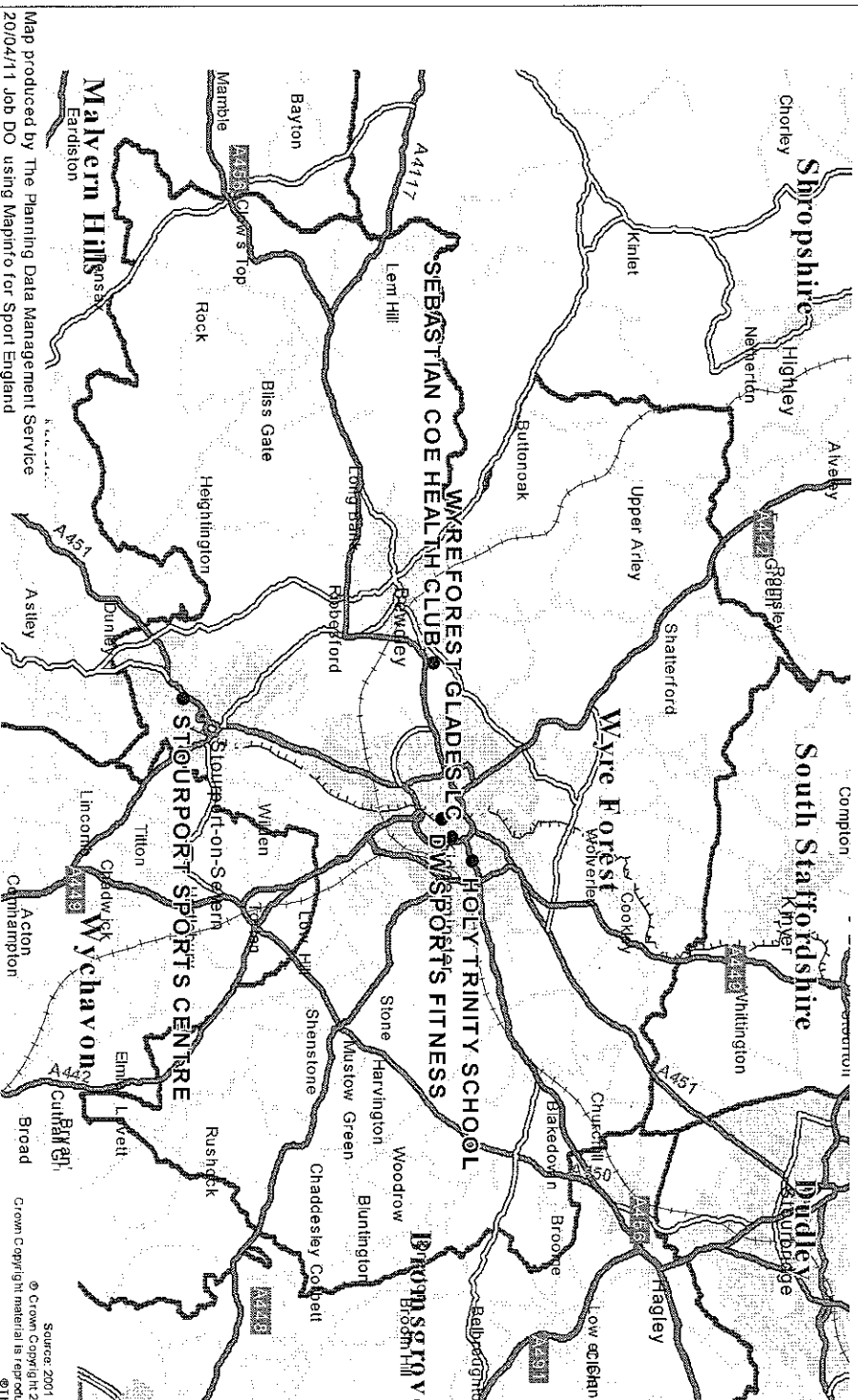
Used Sport England's Facilities Planning Model (FPM) to address 3 questions:

- Scenario 1 - What is the current position?
- Scenario 2 - What is the impact of replacing the current Glades facility with the proposed Wyre Forest Leisure Centre?
- Scenario 3 - If Stourport closes, can the proposed Wyre Forest Leisure Centre serve the District?





# WYRE FOREST POOLS FPM POOL LOCATIONS RUN 1 2011 POSITION



## Key

- Pool Site

Additional material © Sport England 2011  
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# What is the current position?

- Very good level of pool provision – sqm/1,000 people greater than regional average. Below average level for sports halls.
- Facilities are ageing – affects quality and attractiveness.
- High levels of satisfied demand – residents wishing to swim/play indoor sport can do so.
- But, Leisure Centre facilities are generally full and cannot absorb additional capacity.
- Some small pockets of unmet demand due to residents (who don't have access to a car) living outside walking catchment



## What is the impact of replacing Glades with new Leisure Centre?

- Reduced levels of provision although levels of satisfied demand are still good.
- However, location of new Leisure Centre results in:
  - Demand being attracted from the Stourport Sports Centre – pool estimated to be 30% full.
  - Increased pressure on existing facilities in Kidderminster e.g. Holy Trinity pool and Kidderminster Youth House.
  - Increased levels of unmet demand (although relatively small) in Kidderminster as less mobile cannot travel.



## If Stourport closes, can the new Leisure Centre serve the District?

- Considerable reduction in provision – below regional averages for pools and halls.
- Levels of satisfied demand are reduced but comparable to regional averages (reasonable rather than good!).
- However, facilities are very full - limited scope (pools) or no scope (halls) to absorb additional demand. Increased levels of demand is exported to adjacent Local Authorities.
- Higher levels of unmet demand in Kidderminster and Stourport – due to facilities being full and residents unable to travel.



# Conclusions

- Scenario 1 – good level of provision (esp pools) although stock is ageing. Scope to rationalise but need to consider scale and location of new facilities.
- Scenario 2 – New Leisure Centre improves quality and still provides good level of provision. But, strain on existing facilities in Kidderminster and sucks demand from Stourport. Increased levels of unmet demand.
- Scenario 3 – Significant reduction in provision but level comparable to regional averages. Facilities are now full and limited/no scope to absorb additional demand. Noticeable levels of unmet demand in Kidderminster and Stourport.



# Options

- Assuming objective is to provide optimum level of facilities including capacity for future growth, two main options are:
  - Retain Stourport Sports Centre and locate new Wyre Forest Leisure Centre (25m x 6 lane pool + teaching pool and 6-8 court hall) in Kidderminster town centre.
- OR
- Close Stourport Sports Centre and build a larger Wyre Forest Leisure Centre (25m x 6-8 lane pool + teaching pool and 8-10 court hall) in Kidderminster

Note: Need to consider role of school based facilities.





# Sport England's Facilities Planning Model (FPM)

## Swimming Pool Provision in Wyre Forest

### 2011 Profile Report

This paper uses Sport England's Facility Planning Model (FPM) to test the potential implications of potential changes to swimming pool provision in Wyre Forest. Specific scenarios which have been modelled are:

**Run 1 Current Provision – all facilities open as at March 2011**

**Run 2 As Run 1 but with the closure of the existing pool at Wyre Forest Glades Leisure Centre and the opening of a 25m six lane pool and teaching pool at the proposed new Wyre Forest Leisure Centre (see Map in appendix 1)**

**Run 3 As Run 2 but with the closure of the existing Stourport Sports Centre.**

This paper and the accompanying maps present data from Sport England's National Facilities Audit Dataset as of March 2011. Appendix 2 sets out the facilities that have been included within this analysis.

#### 1. Supply of Swimming Pools

Table 1 - Supply	WEST MIDLANDS REGION	Wyre Forest Run 1	Wyre Forest Run 2	Wyre Forest Run 3
Number of pools	310	6	7	6
Number of pool sites	229	5	5	4
Supply of total water space in sqm	68209.77	1538.2	1386.5	1074
Supply of publicly available water space in sqm (scaled with hrs avail in pp)	53794.64	1387.08	1269.07	956.57
Supply of total water space in VPWPP	437081	11270	10311	7772
Water space per 1000	12.43	15.54	14	10.85

Comments on pool supply:

- Wyre Forest currently has 6 pools on 5 sites with 2 operated by Local Authority, 1 at a school and 2 operated by the private sector. The opening of the new Wyre Forest Leisure Centre (which has a main pool and a teaching pool) increases the number to 7 pools on 5 sites.
- The majority of pools are older and there may be issues concerning the quality and attractiveness of the pool network in the District.
- In run 1 the supply of publicly available water space, adjusted to reflect the hours available in the peak period, is nearly 1,390 sqm which reduces to 1,270 in run 2 and nearly 960 sqm in run 3. This is a 30% of reduction in the amount of water space.
- There is over 15.5 sqm of water space per 1,000 which compares to a regional average of nearly 12.5 sqm per 1,000. This is a generous supply of



water space and this is subsequently reduced in runs 2 and 3 with the run 3 figure being below the regional average.

## **2. Demand for Swimming Pools**

<b>Table 2 - Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>
Population	5487431	99001	99001	99001
Swims demanded – vpwpp	306692	5233	5233	5233
Equivalent in water space – with comfort factor included	53923.86	920.04	920.04	920.04
% of population without access to a car	19.5	13	13	13

Comments on the demand for swimming pools:

- Demand stays the same across all 3 runs at just over 5,200 visits per week in the peak period which is equivalent to 920 sqm of water space.
- It is notable that the % of the population without access to a car is lower than in the West Midlands region. Residents are therefore more mobile.

## **3. Supply/Demand Balance**

<b>Table 3 - Supply/Demand Balance</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>
Supply - Swimming pool provision (sqm) scaled for community use	53794.64	1387.08	1269.07	956.57
Demand - Swimming pool provision (sqm) taking into account the 'comfort' factor	53923.86	920.04	920.04	920.04
Supply/Demand balance - Variation in sqm of provision available compared to the minimum required to meet demand.	-129.22	467.04	349.03	36.53

Comments on supply/demand balance:

- The data above shows an apparent 'surplus' in supply in Runs 1 and 2 however for Run 3 supply appears to be in balance. In practice a 'surplus' is generally required to ensure an adequate supply of water space and to accommodate a variation in usage patterns.
- **Note:** This section only provides a 'global' view of provision and does not take account of the location, nature and quality of facilities in relation to demand; how accessible facilities are to the resident population (by car and on foot); nor does it take account of facilities in adjoining boroughs. These are covered in the more detailed modelling set out in the sections for Satisfied Demand and Unmet Demand.



#### **4. Satisfied Demand** – demand from Wyre Forest residents currently met by supply

<b>Table 4 - Satisfied Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>
Total number of visits which are met	277193	4913	4828	4730
% of total demand satisfied	90.4	93.9	92.3	90.4
% of demand satisfied who travelled by car	74.3	81.3	83	85.1
% of demand satisfied who travelled by foot	14.6	11.9	10.2	8.2
% of demand satisfied who travelled by public transport	11.1	6.8	6.7	6.7
Demand Retained	274058	4795	4582	4455
Demand Retained -as a % of Satisfied Demand	98.9	97.6	94.9	94.2
Demand Exported	3135	118	245	275
Demand Exported -as a % of Satisfied Demand	1.1	2.4	5.1	5.8

Comments on satisfied demand:

- Using the West Midlands figure as a benchmark the level of satisfied demand in run 1 appears good with nearly 94% of demand being met.
- However, there is a noticeable impact in runs 2 and 3 with satisfied demand decreasing to 92.3% and 90.4% respectively. The level of satisfied demand in run 3 is now comparable with the regional average.
- Furthermore, the amount of satisfied demand met by Wyre Forest's own facilities is nearly 98% in run 1 and this reduces marginally in runs 2 and 3.
- The impact of the changes to pool supply are mitigated to some extent by the fact that residents in Wyre Forest can travel to other pools in the District or even outside the District to satisfy their demand. The proportion of demand exported, while relatively modest, does increase in runs 2 and 3.
- The impact on changes will therefore affect those residents that do not have access to a car and live outside the walking catchment of a pool.

#### **5. Unmet Demand** – demand from Wyre Forest residents not currently being met

<b>Table 5 - Unmet Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>
Total number of visits in the peak, not currently being met	29499	320	405	503
Unmet demand as a % of total demand	9.6	6.1	7.7	9.6
Equivalent in Water space m2 - with comfort factor	5186.62	56.3	71.24	88.43
% of Unmet Demand due to ;				
Lack of Capacity -	12.1	0.2	14.2	13.3
Outside Catchment -	87.9	99.8	85.8	86.7



Outside Catchment;	87.9	99.8	85.8	86.7
% Unmet demand who do not have access to a car	75	83.2	71.6	71.2
% of Unmet demand who have access to a car	12.9	16.6	14.2	15.6
Lack of Capacity;	12.1	0.2	14.2	13.3
% Unmet demand who do not have access to a car	10.1	0.1	9.3	8.2
% of Unmet demand who have access to a car	2.0	0.1	4.9	5.0

#### Comments on unmet demand:

- The number of vpwpp not satisfied increases from 320 in run 1 (6.1% of total demand) to just over 500 in run 3 which is 9.6% of total demand.
- When expressed as water space this is equivalent to 56 sqm in run 1 and increases to nearly 90 sqm in run 3, which is less than half of the water space of a 25m x 4 lane pool.
- The majority of unmet demand is due to residents living outside the walking catchment of a pool and not having access to a car; a situation which is affected by the proposed location of the new Wyre Forest LC on the edge of Kidderminster. By run 3 there is a significant increase in the amount of unmet demand due to pools being full.
- There are no major areas of unmet demand although there do appear to be pockets in the south and west of Kidderminster, probably reflecting areas of relatively low car ownership, and in Stourport following the closure of the pool in run 3.

#### **6. Used Capacity** - How well used are the facilities

<b>Table 6 - Used Capacity</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>
Total number of visits used of current capacity	277560	5726	5294	5064
% of overall capacity of pools used	63.5	50.8	51.3	65.2
% of visits made to pools by walkers	14.5	10.2	9.3	7.7
% of visits made to pools by road	85.5	89.8	90.7	92.3
Visits Imported;				
Number of visits imported	3502	931	712	609
As a % of used capacity	1.3	16.3	13.4	12
Visits Retained;				
Number of Visits retained	274058	4795	4582	4455
As a % of used capacity	98.7	83.7	86.5	88

#### Comments on used capacity:

- On average pools in Wyre Forest use approximately half of their capacity in peak periods which compares to Sport England's estimate of pools being comfortably full at 70% utilised capacity. By run 3, however, it is estimated that the pool network is nearly two thirds full.



- However, in practice used capacity is not evenly spread across the pool network (see table below) with Glades and Holy Trinity being comfortably full in run 1 while the remaining pools have spare capacity.
- In run 2 the new Wyre Forest Leisure Centre is 68% full when it opens and just over 80% full in run 3. Holy Trinity is 100% full in this run as it absorbs some of the demand in Kidderminster which was previously met by the Glades.
- There is a noticeable reduction in the level of utilised capacity at Stourport Sports Centre which is impacted by the provision of the new Wyre Forest Leisure Centre pool within close proximity of the town.
- By run 3 the only pools with any significant spare capacity are operated by the private sector and these facilities may not be fully accessible to all residents in the District.

<b>% of Utilised Capacity by Pool</b>	<b>Run 1</b>	<b>Run 2</b>	<b>Run 3</b>
<b>Wyre Forest</b>	<b>51%</b>	<b>51%</b>	<b>65%</b>
DW Sports Fitness (Kidderminster)	26	45	48
Holy Trinity School	69	100	100
Sebastian Coe Health Club	32	37	40
Stourport Sports Centre	39	31	-
Wyre Forest Glades Leisure Centre	72	-	-
Wyre Forest Leisure Centre	-	68	81

- The proportion of demand imported from adjoining Local Authorities is lower in run 3 with an increased proportion retained in the District.

### **Conclusions:**

This paper has sought to address three questions, which are:

#### **a) How good is the current level of provision?**

Wyre Forest currently has a very good level of provision with the amount of water space per 1,000 people being greater than the regional average. Given this level of provision it is not surprising that the vast majority of demand for swimming in the peak period can be satisfied (nearly 94%) and that demand is retained in the District rather than being exported to neighbouring Local Authorities. It should be noted that several of the facilities are ageing and that there is a variation in the utilised capacity of pools with facilities such as Wyre Forest Glades and Holy Trinity being relatively full in run 1.

The relatively low level of unmet demand is due to residents who do not have access to a car and live outside the walking catchment area of a swimming pool. There are no areas of high unmet demand in the District although there are small pockets to the west and south of Kidderminster town centre.

#### **b) What is the impact of replacing the Glades Leisure Centre with the new Wyre Forest Leisure Centre?**

The replacement of the Glades Leisure Centre results in a reduced supply of water space per 1,000 people (although provision is still above the regional average) and a



reduction in the level of satisfied demand which at 92% is still good but lower than in run 1.

The reason for the reduced level of satisfied demand is that some residents in Kidderminster do not have access to car and are unable to get to the new Wyre Forest Leisure Centre. While there are two other pools in the town they are either full (Holy Trinity) or operated by the private sector (DW Sports) and therefore not accessible to all sections of the community. This impact is local with small pockets of unmet demand in Kidderminster although this is off set to some extent by the improved accessibility in the south of the town centre reflecting the location of the new pool.

The new Wyre Forest LC pool is nearly 70% full on opening with limited capacity to absorb additional demand without impacting on the quality of the swimming experience. The location of the new Wyre Forest LC does have an impact on the existing Stourport Sports Centre which uses just over 30% of its capacity in run 2.

Overall, in run 2 there is still a good level of swimming provision in the District and the pool network is able to meet demand among residents although there are small pockets of unmet demand in Kidderminster. There is also a concern about the long term sustainability of the pool at Stourport Sports Centre given the proximity of the proposed new pool at Wyre Forest LC.

**c) If Stourport Sports Centre closes, can the Council rely on just the new Wyre Forest Leisure Centre to serve the District?**

The proposed closure of the pool at Stourport Sports Centre in run 3 does lead to a considerable reduction in the supply of water space in the District and the sqm/1,000 people is now below the regional average. As a consequence the level of satisfied demand decreases from 92.3% in run 2 to 90.4% in run 3; a significant reduction in the level of satisfied demand although it is the same level as the regional average.

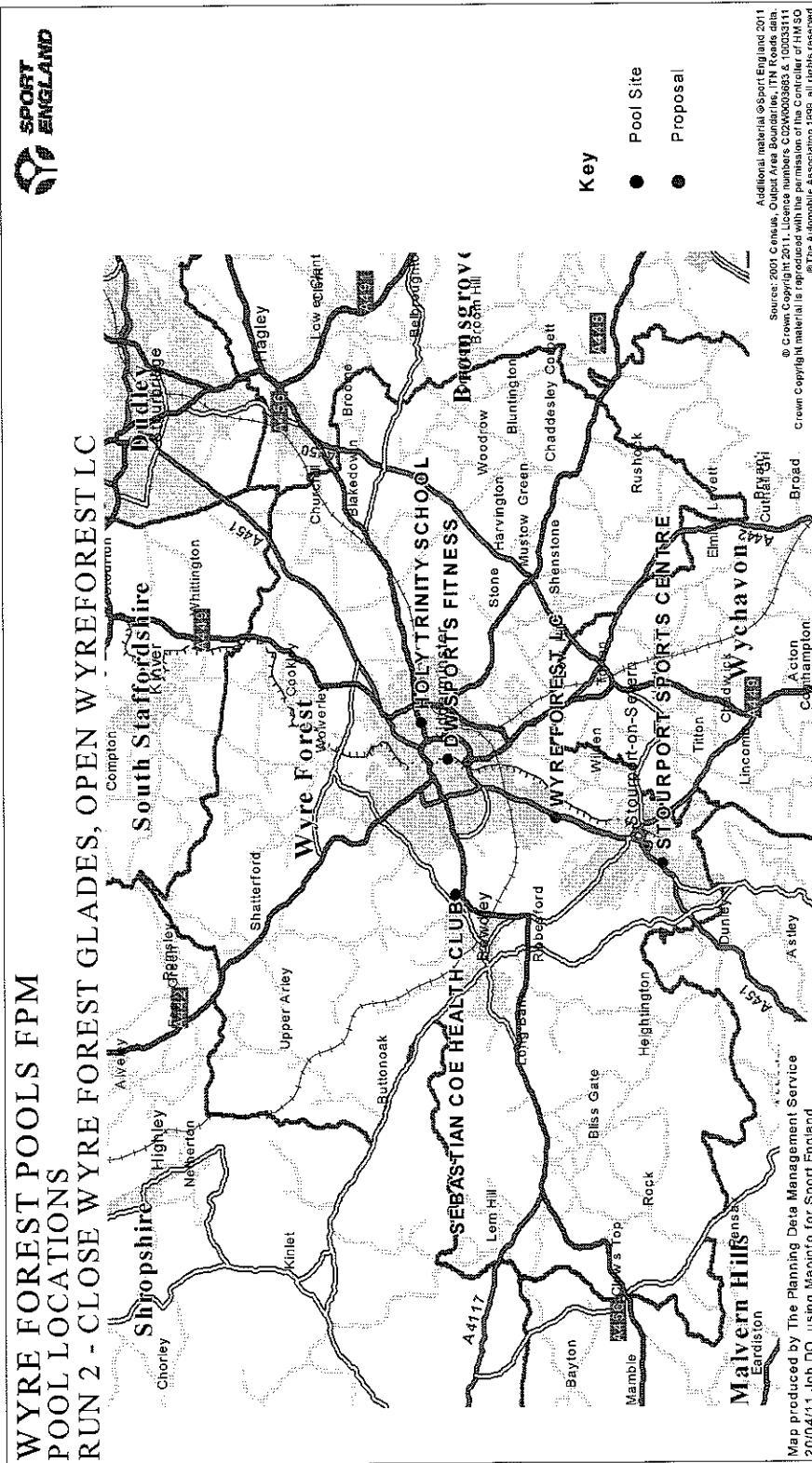
However, despite a 25% reduction in supply the level of satisfied demand is still reasonably good as residents are mobile and can travel to satisfy their demand, including to the new Wyre Forest LC. However, this has been achieved through intensive use of facilities with the Holy Trinity pool being 100% full and the new Wyre Forest LC being over 80% full. The two private sector operated pools (DW Sports and Sebastian Coe) do have spare capacity although these are not accessible (in terms of distance and cost) to all residents in the District.

As with run 2, the impact of the changes to the pool network are felt at a local level and there appear to be small pockets of unmet demand in Kidderminster and in Stourport, reflecting the proposed closure of the Sports Centre pool. However, these levels are relatively low and would not justify additional pool provision in these areas.

Although not as good the previous runs, run 3 does provide a reasonable level of swimming pool provision in the District and the majority of residents can satisfy their demand in the peak period, although this is due to the two main pools being heavily used in the peak period. While this scenario could serve the District the facilities would be intensively used affecting the quality of the swimming experience and there would be no additional capacity to meet increased demand from either growth in the population and/or participation in swimming.



# Appendix 1: Pool Locations





Appendix 2: List of Swimming Pools

Site	Type of Pool	Length	Width	Area	Built/Refurbished	Access
DW SPORTS FITNESS (KIDDERMINSTER)	Main/General	20	9	180	2004	Registered Membership use
HOLY TRINITY SCHOOL	Main/General	23	9	207	2006	Sports Club / Community Association
SEBASTIAN COE HEALTH CLUB (KIDDERMINSTER)	Main/General	25	10	250	1990	Registered Membership use
SEBASTIAN COE HEALTH CLUB (KIDDERMINSTER)	Learner/Teaching/Training	4	4	16	1990	Registered Membership use
STOURPORT SPORTS CENTRE	Main/General	25	12.5	313	1974	Pay and Play
WYRE FOREST GLADES LEISURE CENTRE	Leisure Pool	34.5	16.6	573	1986	Pay and Play



# Sport England's Facilities Planning Model (FPM)

## Sports Hall Provision in Wyre Forest

### 2011 Profile Report

This paper uses Sport England's Facility Planning Model (FPM) to test the potential implications of potential changes to sports hall provision in Wyre Forest. Specific scenarios which have been modelled are:

**Run 1 Current Provision** – all facilities open as at March 2011 (see Map in Appendix 1)

**Run 2 As Run 1** but with the closure of the existing sports hall at Wyre Forest Glades Leisure Centre and the opening of a new six court sports hall and at the proposed new Wyre Forest Leisure Centre

**Run 3 As Run 2** but with the additional closure of the existing Stourport Sports Centre

**Run 4 As Run 3** but the new Wyre Forest Leisure Centre is increased in size to an 8 court hall (as opposed to 6 courts)

This paper and the accompanying maps present data from Sport England's National Facilities Audit Dataset as of March 2011. Appendix 2 sets out the facilities that have been included within this analysis.

#### 1. Supply of Sports Halls

<b>Table 1 - Supply</b>	<b>WEST MIDLANDS REGION</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Number of halls	564	10	10	9	9
Number of hall sites	402	7	7	6	6
Supply of courts	2160.03	37	35	30	32
Supply of publicly available courts (scaled with hrs avail in pp)	1672.44	29	27	22	24
Supply of total courts in VPWPP	338669	5873	5468	4455	4860
Courts per 1000	3.94	3.74	3.54	3.03	3.23

Comments on hall supply:

- Wyre Forest currently has 10 sports halls situated across 7 sites (see Appendix 2) – Run 1. This includes 3 school sites, a youth centre and three leisure centres at Bewdley, Stourport and Kidderminster. The Wyre Forest Glades Leisure Centre is an 8 court hall, the only major facility, with the remainder being 4 courts or less except Stourport SC which is 5 courts. The facilities vary in age with 4 facilities built in the 1960s/70s (Kidderminster Youth House, King Charles Secondary School, Stourport Sports Centre and Wolverley High School), one in the 80s (Wyre Forest Glades LC), one in the 90s (Bewdley Leisure Centre) and one relatively new sports hall at Baxter



College. Four facilities are located in Kidderminster (the Youth House, Glades, King Charles Secondary School and Baxter College. There is one sports hall located at each of Waverley, Bewdley and Stourport towns/villages and 4 in Kidderminster.

- Current supply, in terms of courts per 1,000 population, is 3.74 courts per 1,000 Wyre Forest. This is below the regional benchmark of 3.94 (and national benchmark for England of 3.95) and Runs 2-4 are all further below this regional figure, the lowest position being 3.03 courts in Run 3.
- Run 2 changes the supply by closing Wyre Forest Glades LC and replacing it with a new 6 court Wyre Forest LC located between Kidderminster and Stourport. Run 3 reduces supply further with the closure of Stourport Sports Centre. Run 4 increases the size of the new Leisure Centre to an 8 court sports hall.

## **2. Demand for Sports Halls**

<b>Table 2 - Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Population	5487431	99001	99001	99001	99001
Courts demanded – vpwpp	248791	4299	4299	4299	4299
Equivalent in courts – with comfort factor included	1535.75	26.54	26.54	26.54	26.54
% of population without access to a car	19.5	13	13	13	13

Comments on the demand for Sports Halls:

- The population of the Wyre Forest district generate demand for just over 26 badminton courts, arising from almost 4,300 visits per week in the peak period.
- It is notable that the % of the population without access to a car is lower than in the West Midlands region. Residents are therefore relatively mobile.

## **3. Supply/Demand Balance**

<b>Table 3 - Supply/Demand Balance - courts</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Supply - Sports Hall provision scaled for community use	1672.44	29	27	22	24
Demand - Sports Hall provision taking into account the 'comfort' factor	1535.75	26.54	26.54	26.54	26.54
Supply/Demand balance - Variation of provision available compared to the minimum required to meet demand.	136.69	2.46	0.46	-4.54	-2.54



Comments on supply/demand balance:

- The data above shows an apparent limited 'surplus' in supply in Runs 1 and 2 however some oversupply is required to absorb variation in usage patterns. Runs 3 and 4, with the closure Stourport, show an undersupply – Run 3 for example appears to indicate a shortfall of nearly 5 courts and Run 4, 3 courts.
- **Note:** This section only provides a 'global' view of provision and does not take account of the location, nature and quality of facilities in relation to demand; how accessible facilities are to the resident population (by car and on foot); nor does it take account of facilities in adjoining boroughs. These are covered in the more detailed modelling set out in the sections for Satisfied Demand and Unmet Demand.

#### 4. Satisfied Demand

<b>Table 4 - Satisfied Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Total number of visits which are met	226454	4050	4046	3965	4009
% of total demand satisfied	91	94.2	94.1	92.2	93.2
% of demand satisfied who travelled by car	76.2	82.8	83	85.5	84.5
% of demand satisfied who travelled by foot	14.1	10.6	10.2	8.2	8.9
% of demand satisfied who travelled by public transport	9.7	6.6	6.8	6.3	6.6
Demand Retained	223511	3782	3698	3500	3643
Demand Retained - as a % of Satisfied Demand	98.7	93.4	91.4	88.3	90.9
Demand Exported	2943	268	348	464	366
Demand Exported - as a % of Satisfied Demand	1.3	6.6	8.6	11.7	9.1

Comments on satisfied demand:

- Using the West Midlands figure as a benchmark (91%) the level of satisfied demand in Run 1 appears good with some 94% of demand being met.
- This reduces marginally in Run 2 with the closure of Glades and the opening of a new Wyre Forest LC. It falls to 92% in Run 3 with the closure of Stourport LC but increases to 93% in Run 4 with the provision of a bigger sports hall at the new LC (8 courts as opposed to 6). All scenarios are therefore worse in terms of satisfied demand compared to the current situation.
- It is notable that a higher percentage of satisfied demand is met through residents who can drive (83-86% range across the runs compared to 76% across the region) and that less residents walk or use public transport in Wyre Forest compared to the regional figure. This is likely to be a factor of the rural nature of the area.
- A relatively high percentage of demand is retained (Wyre Forest residents are using Wyre Forest facilities rather than travelling across local authority



boundaries to other facilities) in the District – currently only 6.6% of satisfied demand is met by residents travelling outside the District. In Run 3 this nearly doubles to 12% with capacity being reduced through Glades and Stourport closures.

## **5. Unmet Demand**

<b>Table 5 - Unmet Demand</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Total number of visits in the peak, not currently being met	22337	249	254	335	290
Unmet demand as a % of total demand	9	5.8	5.9	7.8	6.8
Equivalent in courts - with comfort factor	137.88	1.54	1.56	2.07	1.79
% of Unmet Demand due to ;					
Lack of Capacity -	14.2	1.5	2.2	15.9	3.1
Outside Catchment -	85.8	98.5	97.8	84.1	96.9
Outside Catchment;	85.8	98.5	97.8	84.1	96.9
% Unmet demand who do not have access to a car	78.4	88.2	87.8	75.1	86.6
% of Unmet demand who have access to a car	7.4	10.2	10	8.9	10.3
Lack of Capacity;	14.2	1.5	2.2	15.9	3.1
% Unmet demand who do not have access to a car	12.7	1.3	1.8	11.6	2.4
% of Unmet demand who have access to a car	1.5	0.3	0.4	4.3	0.7

Comments on unmet demand:

- Unmet demand is currently equivalent to around 1.5 courts which is primarily the result of residents living outside the catchment of existing sports halls as opposed to there not being enough sports halls available. It is notable however that with Run 3 the amount of unmet demand is equivalent to 2 courts and some 16% of that is due to lack of capacity.
- In Run 1 there are pockets of limited unmet demand in Kidderminster and Stourport. Unmet demand stays in the same locations, being mainly located in areas of population concentrations but the scale of unmet demand in both towns increases with the Runs, being highest in Run 3. The location of the proposed new Wyre Forest Leisure Centre is in an area where there is no unmet demand identified by the model and will therefore require residents to travel from nearby towns/villages to access the facility. It will therefore not help to address unmet demand for those who rely on walking to a facility (which is a significant reason for demand being unmet).



## 6. Used Capacity - How well used are the facilities.

<b>Table 6 - Used Capacity</b>	<b>WEST MIDLANDS</b>	<b>Wyre Forest Run 1</b>	<b>Wyre Forest Run 2</b>	<b>Wyre Forest Run 3</b>	<b>Wyre Forest Run 4</b>
Total number of visits used of current capacity	226236	4233	4077	3759	3972
% of overall capacity of halls used	66.8	72.1	74.6	84.4	81.7
% of visits made to halls by walkers	14.1	10.1	10.1	8.6	9
% of visits made to halls by road	85.9	89.9	89.9	91.4	91
Visits Imported;					
Number of visits imported	2725	450	379	259	329
As a % of used capacity	1.2	10.6	9.3	6.9	8.3
Visits Retained:					
Number of Visits retained	223511	3782	3698	3500	3643
As a % of used capacity	98.8	89.3	90.7	93.1	91.7

Comments on used capacity:

- The benchmark for evaluating capacity usage is to aim for 80% usage as this provides a balance between space to play, programming for a variety of sports and viability/sustainability.
- On average across the District the model estimates sports halls are current operating at 72% used capacity. The closure of sports halls transfers usage from Glades/Stourport LCs into the remaining facilities (or nearby facilities in adjacent LAs) and the new LC but overall facilities get busier with Run 3 showing 84% usage which would be considered as too busy.
- However, this average disguises variance between the facilities – see the table below. Essentially there is one facility (Wolverley High School) which operates significantly below its potential capacity which brings the District average down. In Run 1 Bewdley LC and Glades LC are both too full to capacity at 100% usage. The remainder have some spare capacity. With the loss of Glades in Run 2 and replacement with the new WFLC usage of Stourport SC falls. Essentially the location of the new WFLC between Kidderminster and Stourport is sucking demand out of Stourport and reduces viability of that sports hall and (by removing Glades from Kidderminster) appears to put too much pressure on the remaining facilities with all sports halls operating at 100% - far too busy (apart from Wolverley).

<b>% of Utilised Capacity by Hall</b>	<b>Run 1</b>	<b>Run 2</b>	<b>Run 3</b>	<b>Run 4</b>
<b>Wyre Forest</b>	<b>72</b>	<b>75</b>	<b>84</b>	<b>82</b>
Baxter College	67	88	100	89
Bewdley Leisure Centre	100	100	100	100
Kidderminster Youth House	75	100	100	100
King Charles Secondary School	56	86	100	86
Stourport Sports Centre	75	64	-	-
Wolverley High School	18	26	33	25
Wyre Forest Glades Leisure Centre	100	-	-	-
Wyre Forest Leisure Centre	-	89	100	100



## **Conclusions:**

This paper has sought to address three questions, which are:

### **a) What is the current level of provision**

Wyre Forest has a mixture of old and more up to date facilities across the District which generally meets the needs of the local population in terms of sports hall usage. Any unmet demand is largely the result of accessibility (as opposed to capacity constraints) for those dependant of walking.

School sports halls are generally not fully utilised but local authority leisure centres at Bewdley and Wyre Forest Glades appear overused. Stourport Sports Centre appears comfortably busy.

### **b) What is the impact of replacing the Glades Leisure Centre with the new Wyre Forest Leisure Centre?**

The replacement of Glades with the new WFLC in Run 2 reduces supply by 2 courts and locates a facility away from residential areas increasing the journeys to be made by car and reducing accessibility for walkers. This has a marginal impact of satisfied demand (falling by 0.1%) as demand appears to be addressed through an increase in exports to neighbouring local authority facilities and other Wyre Forest facilities, such as Kidderminster Youth House, King Charles School and the new Leisure Centre would operate at above the recommended capacities. The selection of a location for a replacement facility between Stourport and Kidderminster will attract users (who can drive) and the model predicts it will itself be very busy BUT it also appears to have a negative effect on Stourport SC (by drawing users away and putting viability at risk) and leaves remaining facilities in Kidderminster overused (which will put users off). A better solution is likely to be to replace Glades LC with a new facility in Kidderminster – this provides the best location in terms of accessibility, addressing demand and sustainability of facilities.

### **c) What is the impact of replacing the Glades Leisure Centre AND Stourport Sports Centre with the new Wyre Forest Leisure Centre?**

The impact of closing two leisure centres (and replacing it with one) results in there being an overall undersupply of nearly 5 courts. Satisfied demand falls by 2% with exports increasing further and all remaining facilities (excluding Wolverley High School) operating at 100% used capacity which is unsustainable. Lack of capacity is a significant cause of unmet demand. Residents living in Stourport will still be able to access a sports hall within a 20 minute drive time, therefore unmet demand in the town is largely unaffected despite the closure of the Sports Centre – it is those in the town who rely on walking to a facility who will not be able to access a sports hall.

### **d) What is the impact of increasing the new Wyre Forest Leisure Centre to an 8 court hall – does it meet this shortfall?**

The provision of an 8 court hall, rather than a 6 court hall, reduces unmet demand by 1% but still leaves a deficit of 3 courts. Lack of capacity reduces as a cause of unmet demand HOWEVER this is still based on Baxter, Bewdley, Kidderminster Youth House and King Charles schools still operating over capacity therefore there would still be some capacity issues. Overuse of sports halls is still an issue in



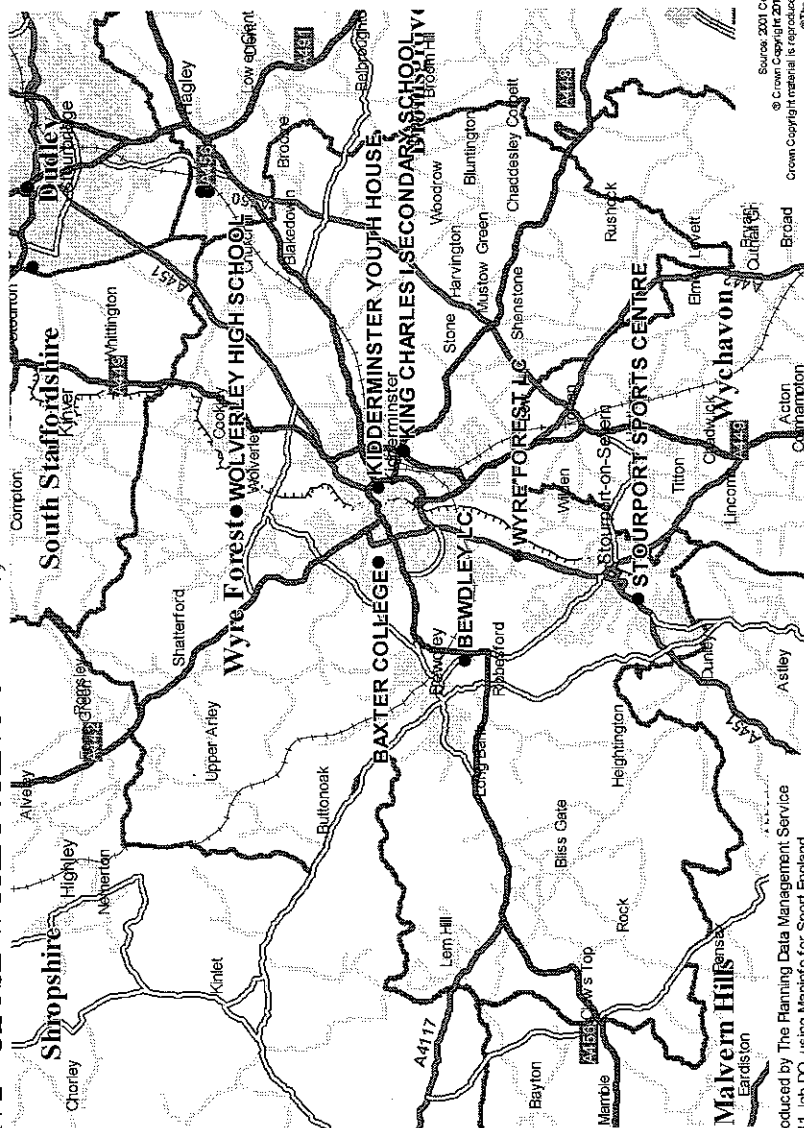
Kidderminster and the new LC also operates at 100% usage. This implies there is still insufficient capacity, even with the additional 2 courts.

The model appears to indicate the following:

- The best solution is that in Run 2, retaining Stourport Sports Centre.
- The better location for a new sports hall would be in Kidderminster to address capacity and accessibility issues and protect the viability of Stourport SC
- A new 6-8 court sports hall is likely to be the best size to address capacity issues in Kidderminster IF Stourport is retained (an 8-10 court hall would be required if this facility was closed).
- The size of the new sports hall should take into account the recommendation to improve usage of existing school sports halls, in particular Wolverley High School. The sports hall is 4 courts but built in the 1960s and its age will reduce its attractiveness. If this facility was replaced and was accessible to the community a smaller new facility might be need to be provided by the Local Authority.
- These above recommendations are based on current population size/profile – any planned growth or sports development programmes may increase demand and the level of provision required to meet that demand.



WYRE FOREST HALLS FPM  
HALL LOCATIONS  
RUN 2 - CLOSE WYRE FOREST GLADES, OPEN WYREFOREST LC



Map produced by The Planning Data Management Service  
on 27/04/11. Job ID using MapInfo for Sport England

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Eardiston  
Asley  
Acton  
Broad  
Ourhampton  
Ourhampton



# Appendix 2:

## Sports Halls in Wyre Forest (new proposals in bold)

Facility	Type	Demolish	Defeat	Year Built	Year Refurb	Weight Factor	Public Commercial	Permitted Clause	Prost. No.	Capacity	Area
BARTON COLLEGE BUSINESS AND ENTERPRISE	Hall		4	2011		100%	P	1	10	100	200
BRECKNOY LEISURE CENTRE	Hall		3	1990	2003	80%	P	11	37	110	200
ROGERMUNDHAM FOLK HOUSE	Hall		4	1875		20%	P	11	38	300	190
KING CHARLES I COMMUNITY CENTRE	Hall	30 x 10	1	1975	2005	100%	P	1	25	100	300
STEARNSPORT SPORTS CENTRE	Hall	30 x 20	1	1975	2005	80%	P	11	40	100	1,000
WILKINSON HALL SCHOOL	Hall	20 x 17	4	1990		20%	P	1	24	110	1,000
WYRE FOREST GLASSBORO CENTRE	Hall	30 x 10	6	2000	2008	90%	P	11	40	100	1,000
WYRE FOREST LEISURE CENTRE	Hall		6	2011		100%	P	11	40	100	1,000



**SPORTS AND LEISURE  
CENTRE REVIEW  
PANEL**

**13<sup>TH</sup> APRIL 2011**



WYRE FOREST DISTRICT COUNCIL

SPORTS AND LEISURE CENTRE REVIEW PANEL

THE LOOM ROOM, DUKE HOUSE, CLENSMORE STREET, KIDDERMINSTER

WEDNESDAY, 13TH APRIL 2011 (4 PM)

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**Present**

Councillors: J Baker, H E Dyke, J Greener, M B Kelly, F M Oborski, M A Salter, J A Shaw, D R Sheppard and N J Thomas.

Observers

There were no members present as observers

**SLRP.15 Apologies for Absence**

Apologies for absence were received from Councillor J Holden.

**SLRP.16 Appointment of Substitutes**

Councillor M A Salter was a substitute for Councillor J Holden.

**SLRP.17 Declaration of Interests**

No declarations of interest were made.

**SLRP.18 Minutes**

**Decision:** The minutes of the meeting held on 23rd March 2011 be confirmed as a correct record and signed by the Chairman.

**SLRP.19 Financial Options Appraisal of the Future Management of Sports and Leisure Centres in the District**

A report was considered from the Financial Services Manager that outlined the work completed so far on the financial options appraisal.

The Financial Services Manager advised members that the report was incomplete since some key data was not yet available. Also, there were too many options currently for Members to consider. Guidance of preferred options was sought to enable a clearer steer and preparation of more detailed information to be made available at the next meeting.

Members considered the appendices to the report namely:

**Appendix 1** which was the first draft of a high level financial appraisal and which gave indicative costings for doing nothing/mothballing the facilities or deciding on a new build. Further information would be brought to the next meeting which would



### **Agenda Item No. 3**

include DC Leisure Staff costs if it was proposed that any of the Leisure Centres be closed. This shows net capital investment of around £9m to be the most viable

It was noted that if a new build leisure centre was the preferred option it would be crucial to have the right mix of facilities so that no management fee would be payable.

Members considered Appendix 2 which gave examples for Members of borrowing costs for a new build leisure centre. The viable cost for a new build centre was £13 million net capital.

### **Preferred Options**

A discussion ensued on the preferred options for leisure centres in the district. Members were in general agreement that it appeared that the Bewdley Leisure Centre had already received an expression of interest from Bewdley High School with regard to taking over the management of the facility. Proposals for an asset transfer of the Stourport Sports Centre were also being explored. If the asset transfer of the Stourport Sports Centre was to go through it would mean that a new build leisure centre could be considered in Kidderminster. If however the asset transfer for the Stourport Sports Centre did not go through, it would be necessary to consider a Leisure Centre situated possibly in the Stourport Road area.

A Member commented that one of the key issues for the future of Stourport Sports Centre was the swimming club's involvement. It was requested that details of the usage of the Stourport Swimming Pool be brought to the next meeting.

Members debated schools usage of swimming pools in Wyre Forest and were informed that the National Curriculum required primary schools to include swimming lessons as part of the curriculum and that the Council was considered to be one of the main providers of swimming facilities. It was queried whether it was necessary to have 2 swimming pools in the Wyre Forest area to which the Director of Community and Partnership Services responded that the district currently exceeded its water requirements but that the question of costs and quality of water was a problem.

It was envisaged that the new build would be a six lane pool with a learner pool and a small amount of leisure water. The Director of Community and Partnership Services agreed to send out Sports England's comments to the Council on requirements for swimming pools and Ian Silvera from Sport England was due to attend the next meeting.

Members perceived that swimming clubs had too much exclusive use of swimming pools. A Member commented that if the asset transfer went ahead with the Stourport Sports Centre the swimming club would expect to be allowed to choose when they used the pool. It was queried whether if the pool was removed from the Stourport Sports Centre whether the community would be interested in running the dry side of the facilities. Members were advised that the dry side of the Leisure Centre ran at a profit whereas the wet side ran at a loss. The provision of astro turf at the Stourport Sports Centre site would be an asset.

### **Borrowing**



### **Agenda Item No. 3**

The Financial Services Manager advised Members of the Review Group that borrowing rates had increased since last July. **Appendix 2** gave an example of borrowing rates but Sector advised that borrowing rates may well continue to rise and it was necessary to monitor borrowing rates in terms of affordability of the project. It was noted that whatever the Council could afford in capital terms would then be translated into service provision possible to meet the community need by the Cultural Services Manager.

The Financial Services Manager agreed to cost out and bring to the next meeting the costs of borrowing based on an increase in Council Tax over and above what the current DC Leisure costs. Cabinet had directed that if the project were to go ahead it should reduce the overall cost to the Council and achieve a reduced or preferably zero revenue subsidy payable to any third party provider whilst protecting and sustaining future service provision.

It was noted that the Stourport Project Board was waiting to see what recommendations the Review Panel would make regarding their preferred options before an asset transfer was looked at for Stourport Sports Centre. The Project Board were aiming to have something in place in July 2011.

Members considered **Appendix 3** of the report which outlined the financial risks involved. It was agreed that for the next meeting this would be numbered up to correlate with the report.

A Member suggested that some service risks needed to be added in namely:

- Extending the existing contract for a couple of years whilst the new build takes place.
- How and who we extend the contract with.
- It will cost money to keep existing premises open.

The Financial Services Manager was thanked for the hard work she had put into her report.

#### **Decision:**

1. **The Financial Services Manager to produce a more detailed financial options appraisal now the options were clearer. Guidance of the vision for the Review Panel on the most likely preferred options was given in the form of three basic options as follows:**
  - **Option 1 – Community Asset Transfer for all or some of the existing facilities at Stourport Sports Centre, close the Wyre Forest Glades and progress a new build replacement facility.**
  - **Option 2 - if no Community Asset Transfer is possible for Stourport Sports Centre, continue to operate both Leisure Centres (Stourport and Glades) for 2 years post March 2013 (end of DCLM contract). Progress New Build replacement facility.**
  - **Option 3 – as for Option 2 but with continued operation post March 2012 for either Glades or Stourport but not for both centres.**
  - **All options should exclude Bewdley Leisure Centre as the legal agreement binds this Council and the School and will be the**



subject of separate service review.

2. The Director of Community and Partnership Services to bring to the next meeting details of swimming usage at the Stourport Sports Centre.
3. The Director of Community and Partnership Services to provide Members with the comments from Sports England on swimming pool requirements.
4. The Director of Community and Partnership Services and Financial Services Manager to reissue Appendix 3 of the report so that it was numbered up to correlate with the report.
5. The Financial Services Manager to provide members at the next meeting the projected rise in Council Tax to fund the DCLM capital proposal, taking into account resultant borrowing costs.

#### **SLRP.20 New Build Option**

A discussion ensued on possible sites for a new build. It was agreed that potentially the facilities would ideally comprise of a 6 lane, 25 metre pool, teaching pool and a small amount of leisure water and slide, 8 court sports hall, 100 plus station fitness facility, café, 2 studios and small sided outdoor synthetic football areas. It was envisaged that such a facility would cost in the region of £13m. If this was the projected cost the project would be revenue neutral in terms of the management fee but not achieve Cabinet's aim to make savings on current costs. Further, Members were advised that if only £8/9m was spent on the project it would result in a similar facility to that in Stourport and this would struggle to be revenue neutral and would not include a teaching or leisure water facility and would not meet 21<sup>st</sup> century requirements.

#### **Site Visit**

The Director of Community and Partnership Services suggested that a site visit take place.

#### **Possible Sites to locate the New Build**

The Policy and Regeneration Manager advised members that an area of approximately 4.45 acres would be necessary to accommodate the proposed new build site. He had considered 3 possible sites within the Local Development Framework namely:

**Sladen Middle School.** This was an ideal site as it was part of the Churchfields masterplan exercise and the site would be available as a cleared site. The location was acceptable although it was not so accessible by public transport.

**British Sugar Site** – there was a problem with this site in that it required remediation as there was a considerable amount of concrete that needed to be removed from the site.

**Stourport Sports Club** – this was a site that was situated in the green belt so there



could be problems associated with this. It was good in that it was close to the adjoining school.

Members queried the possibility of using Crossley Park as it was more accessible and would be less expensive as it was a Council owned site. However they were advised by the Policy and Regeneration manager that he did not consider the site to be large enough. Members requested that the site be re-measured.

### **Options considered by the Officer Working Group**

The options that had been considered by the Officer Working Group were:

- DBOM (Design, build, operate maintain)
- Procuring design and build separately from leisure management
- Commissioning trust and partnership (with Wychavon Leisure)

Three prospective leisure management contractors had been approached and they agreed that the suggested facility mix would be suitable and all were confident that a nil subsidy could be achieved.

Two of the leisure management contractors considered that the DBOM approach was potentially the best scenario as did the current leisure providers. The management element of the contract would be for 25 years and would be on the basis of a fully repairing lease arrangement.

One of the providers had also offered an interim management solution beyond March 2013 at a reduced cost to the Council this would be achieved by them using their NPDO status and saving on VAT but would be in return for preferred partner status for the new build. It was agreed that this option would be investigated further and to ascertain if there were any other providers who would be interested.

The Procurement Officer outlined 5 options for procurement:

1. Extending the contract we have in place with DC Leisure. (There is provision within the contract to do this but it would only be possible to do this with DC Leisure as it would require a new contract if anyone else was used).
2. The contract would commence in 2013 to take the Council to where it wants to be and in order to complete the design and build which would take approximately 6 to 9 months.
3. DBOM – design, build, operate, maintain – once the contract expired for the current leisure centres a full EU tender procedure with associated timescales (approximately 18 months to a year) would need to be entered into.
4. To continue to operate management of the sports and leisure centres until the Council is ready to close this facility down when the new build was ready. This contract would commence in April 2013 when the current contract expired with DC Leisure. This process would need to commence soon. Whoever won the contract for the new build would have to manage the sports and leisure centres.



### **Agenda Item No. 3**

5. To have the design and build separate. The Council would manage the architects and builders itself. This option would be difficult due to the complexity of the project. It would require a Project Manager with associated costs.

The Procurement Manager concluded that whichever option was chosen it would take approximately one year to set up.

#### **Decision:**

1. The information be noted.
2. The Policy and Regeneration Manager be requested to re-measure the Crossley Park site in order to ascertain whether it was large enough to accommodate a new build project.

#### **SLRP.21 Information Forwarded from Last Meeting**

**Decision:** The information be noted. It also be noted that the information referring to the Deeds and Lease of Stourport Sports Centre should read Stourport Sports Association.

#### **SLRP.22 Any Other Business**

##### **Site Visit**

**Agreed:** The Principal Committee Officer to contact Members to arrange a site visit to other facilities before the next meeting of the Review Panel.

##### **Communication Plan/Timeline**

**Agreed:** a Communication Plan/Timeline for the project be brought to the next meeting by the Director of Community and Partnership Services.

##### **Selling of The Glades Site**

Members were advised that it may be possible to sell the Glades site to a supermarket that was interested in having a base in Kidderminster. Members were aware of the supermarket's intention to come to Kidderminster but they had shown an interest in being located on an alternative site.

#### **SLRP.23 Date of Next Meeting**

**Agreed:** The next meeting of the Review Panel would be held on Wednesday 27<sup>th</sup> April at 4 pm in the Loom Room, Duke House, Kidderminster.

The meeting ended at 5.35 pm.



Additional info. sent to members.

Performance Indicator	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Total
Total no. of visits to the Facility	65,761	64,655	60,759	59,033	65,762	53,607	54,567	44,434	26,345	58,371	64,258		617,552
No. of visits to the Swimming Facilities	44,468	43,014	40,180	39,554	45,522	34,240	33,993	28,197	14,434	36,546	43,948		404,096
No. of visits by members of Swimming Club	247	538	222	323	282	355	325	107	131	360	384		3,274
No. of Fitness Inductions	235	245	235	200	242	246	192	173	51	474	224		2,517
No. of visits to the Fitness Facilities	13,380	13,728	12,838	12,146	11,414	11,885	11,947	11,037	7,490	13,256	12,698		131,819
No. of visits by Registered Carers	13	16	20	39	53	31	38	32	16	22	37		317
No. of people attending 50+ sessions	4836	4594	1,731	1,841	1,915	1,676	1,393	1,338	1,505	5,141	5,214		31,184
No. of people attending Women Only sessions	736	824	863	574	641	214	566	234	363	468	894		6,377
Adults participating in Physical Activity	46,243	46,811	42,029	40,586	42,958	37,714	36,795	30,510	19,814	45,723	44,827		434,010

Running total  
60,552 60,854 63,209 52,912 53,670 48,742 39,946 61,097 67,423 63,2784

April 09 - Feb 2010 (632,784)  
April 10 - Feb 2011 (617,552)

62,246  
% -2.4%



Performance Indicator	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Total
Total no. of visits to the Facility	62246	62133	60552	60854	63209	52,912	53670	48742	39946	61097	67,423	61174	693958
No. of visits to the Swimming Facilities	44786	44459	42490	44063	47763	36,396	36376	27016	27358	37606	46,877	38622	473812
No. of visits by members of Swimming Club	152	213	203	306	194	293	267	238	163	238	468	735	3470
No. of Fitness Inductions	405	365	430	365	374	338	352	268	122	381	259	241	3900
No. of visits to the Fitness Facilities	9827	10266	9001	8461	8211	8714	9116	8088	9137	11560	12744	14633	119758
No. of visits by Registered Carers	19	22	30	20	20	26	38	26	19	15	29	22	286
No. of people attending 50+ sessions	956	1039	1302	1290	1339	1342	1652	1519	1198	1114	1386	1651	15788
No. of people attending Women Only sessions	7160	3482	3376	2997	1756	1606	2612	2455	1237	449	732	1050	28912
No. of visits to the Swimming Facilities (TLC)	Scheme withdrawn by WCC effective 31st March 2009												
No. of visits to the Fitness Facilities (TLC)	Scheme withdrawn by WCC effective 31st March 2009												

This figure includes both casual and kinetika journey inductions.  
 Swipe access control faulty, actual usage higher than recorded.

Heath Town one week off but recorded usage is inaccurate  
 Awaiting figures from HT

Heath Town Taking Monday night space from November 3rd.

Reception team now recording female only visits as a total



Performance Indicator	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Total
Total no. of visits to the Facility	45293	54640	58080	59972	63115	48668	47494	40258	28230	42486	68678	53808	610722
No. of visits to the Swimming Facilities	29009	29988	27780	29677	40905	30892	31852	25450	17877	30041	52484	34918	380873
No. of visits by members of Swimming Club	326	520	740	475	353	450	380	420	312	308	384	278	4955
No. of Fitness Inductions	381	395	361	353	315	355	350	269	112	577	354	360	4182
No. of visits to the Fitness Facilities	4439	11827	14854	14939	12417	9561	9269	8865	6894	10063	13141	10886	127155
No. of visits by Registered Carers	24	26	22	27	30	27	33	34	9	14	30	22	298
No. of people attending 50+ sessions	560	577	559	645	651	578	595	534	355	513	573	760	6900
No. of people attending Women Only sessions	1361	971	803	768	728	533	595	348	407	834	935	10992	27675
No. of visits to the Swimming Facilities (TLC)	897	838	762	749	780	732	724	719	508	644	568	584	8525
No. of visits to the Fitness Facilities (TLC)	53	69	41	34	52	47	30	31	20	40	31	29	477

This figure includes both casual and kinetika journey inductions.

Swipe access control faulty, actual usage higher than recorded.

Swipe usage recording issue.

Heath Town one week off.

Chase Town finished at the centre from mid-July. Space offered to Heath Town from September. (Not taken as yet)

Heath Town three weeks off.

Heath Town one week off.

Reception team now recording female only visits as a total

to Heath Town Taking Monday night space from November 3rd.

Upto and including Oct 08

45293 54640 58080 59972 63115 48668 47494 377262

Upto and including Nov 08

45293 54640 58080 59972 63115 48668 47494 40258 417520

Upto and including Dec 08

45293 54640 58080 59972 63115 48668 47494 40258 28230 445750

Upto and including Jan 09

45293 54640 58080 59972 63115 48668 47494 40258 28230 42486 488236

Upto and including Feb 09

45293 54640 58080 59972 63115 48668 47494 40258 28230 42486 68678 556914



Performance Indicator	Dec-06	Jan-07	Feb-07	Mar-07	Total	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Total
Total no. of visits to the Facility	8517	32608	26570	37007	104702	36987	39602	41827	51168	53982	44341	45907	43588	27459	51816	48039	49610	535324
No. of visits to the Swimming Facilities	7297	18988	21823	24408	72328	25944	24214	24688	29455	37825	31486	33994	31282	15228	36122	34738	33243	358415
No. of visits by members of Swimming Club	180	320	345	357	1182	440	510	714	975	975	984	891	538	488	858	590	743	7823
No. of Fitness Inductions	1400	835	470	536	3241	493	466	486	518	486	355	432	330	190	522	375	379	5032
No. of visits to the Fitness Facilities		8362	811	9005	19178	2558	11379	12610	17788	6299	6298	7998	7608	4824	8988	7817	8815	90491
No. of visits by Registered Carers	No data			16	16	21	11	7	22	50	18	12	12	8	10	20	24	213
No. of people attending 50+ sessions	No data			231	231	482	590	815	707	721	568	645	501	352	499	479	483	6640
No. of people attending Women Only sessions	No data			126	126	608	549	303	815	1313	1019	1817	1433	891	1292	749	881	11451
No. of visits to the Swimming Facilities (TLC)	181	804	909	995	2899	819	931	937	939	887	841	846	778	677	1156	851	883	10555
No. of visits to the Fitness Facilities (TLC)		37	72	58	168	259	49	67	34	32	28	46	35	32	48	51	40	719

This figure includes both casual and Kineilka journey inductions.

Swipe access control down for 2 weeks hence low figure.

Swipe used for all 10 visits.

Gym Card reader defective in the month.

1st Jan 07, 1st Dec 07.









# Your Swimming Guide

Programme 09/10 - Issue 5

Wolverhampton Swimming and Fitness Centre

Planetary Road, Wolverhampton, WV13 3SN

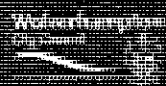
T: 01902 384777 F: 01902 384767

[enquiries@wolverhamptonswimmingandfitnesscentre.co.uk](mailto:enquiries@wolverhamptonswimmingandfitnesscentre.co.uk)

[www.wolverhamptonswimmingandfitnesscentre.co.uk](http://www.wolverhamptonswimmingandfitnesscentre.co.uk)



**WOLVERHAMPTON**  
Swimming & Fitness Centre



Wolverhampton Swimming and Fitness Centre is a registered charity and a not-for-profit organisation. All profits are reinvested into the centre.



## Changes to timetable during school holidays

(Peak prices apply when Leisure Waters are open)

### Leisure Waters

Monday – Thursday open 10.00am – 9.00pm

Friday open 10.00am – 10.00pm

Remember to get your swim and leisure programme together

**"Swimming is one of the best workouts – it's a great all body toner and works all major muscle groups..."**

#### What session is right for me?

If you want to enjoy a relaxing swim... you should consider the following sessions:

All Welcome, Relax & Swim, Adult Swim and the Family Lane sessions. These will enable you to enjoy being in the pool, improve confidence in the water and enjoy time with family and friends.

If you are looking for more of a fitness swim... you should consider the following sessions:

All Welcome, Adult Lane Swim and Water Workouts. These will provide you with the opportunity to burn fat, maintain a certain number of lengths or to enjoy a water based fitness class that will tone and shape.

## Swimming Guidelines

### Lane Swim ▲ ●

Open to all swimmers.

### Adult Lane Swim ▲ ●

Open to swimmers aged 16 yrs and over.

### All Welcome ▲ ●

Open to swimmers of all abilities. 1-2 lanes may be available – refer to the key for further guidance.

### Group Water Workout ●

Water based aerobic workout for all levels utilising the water as resistance. Contact reception for our Class Timetable.

### Women Only ▲ ●

Open to women aged 16 years and over.

Session for disabled people

Open to swimmers with a disability.

Carers/helpers welcome.

### Relax & Swim ▲ ●

A session aimed at senior swimmers looking to enjoy a relaxing swim.

### Swim Supervision Policy

At HAYSTACK, we have a strict policy on swim supervision. All swimmers must be supervised by a qualified lifeguard or a member of the HAYSTACK staff who has received specific training for this purpose. The policy is designed to ensure the safety of all swimmers and to provide a secure environment for all.

## Don't forget...

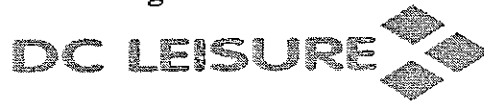
- 1) Your costume
- 2) Your towel
- 3) £1 for your locker (refundable)
- 4) To visit our Swim Shop in reception
- 5) To shower before you swim
- 6) £1 for a HAYSTACK family dryer experience

**Timetable available in large format. Contact reception for details**

Activities are subject to change and availability, please check with reception prior to your visit.



## Wolverhampton Swimming & Fitness Centre PFI Performance



Developing Community Leisure

- **Procurement**

- WCC realise the need to replace Leisure stock to increase participation.
- WCC bid for PFI credits and are successful and therefore invite tenders for a design, build and operate contract.
- D C Leisure consortium (Barclays Capital, Carillion, GLR Architects) appointed.
- Facility opened in December 2006, on budget, fourteen months after the construction work began.

- **Facilities**

- 5,000 M2.
- 25 Metre pool.
- 17 Metre Studio pool.
- Leisure water with slides, river run and waves.
- 140 station gym with 20 station group cycling studio.
- Dance studio.
- Café.
- Children's soft play
- Meeting rooms.

- **Attendances**

- 50,000 full year in old Facilities
- **600,000 + in new facility**
- **Fitness Membership**
- 0 at Old Facilities
- **4,000** at New Swimming & Fitness Centre(1,500 pre-opening sales)

- **Turnover**

- **£75,000** at old facilities
- **£2.1 million** at new facility

- **Swimming**

- Swim lessons at old facility totalled 70 users.
- Swim Lessons at new facility 1,900 (Over a 2000% increase!)
- Swims increased by over 1000% against old facilities!

- **Quality**

- Quest – 1<sup>st</sup> Cycle Quest Assessment in July 2008 at 86% the highest first time Quest score in the schemes history!



41 x 50p - 50p  
201  
13

Duplicate

S311



THIS DEED OF VARIATION AND GRANT is made the third day of December One hundred and ninetytwo B E T W E E N WYRE FOREST DISTRICT COUNCIL of the Civic Centre Stourport-on-Severn in the County of Hereford and Worcester ("The Council") and Royston P. Crowe of 14 Bilberry Close, Stourport-on-Severn and William Stringer of 1 Hafren Way Office Manager both of Stourport-on-Severn aforesaid the present Trustees of the STOURPORT-ON-SEVERN SPORTS ASSOCIATION (called respectively "The Trustees" and "The Association") the expression The Trustees including the Trustees for the time being of The Association of the other part

WHEREAS:-

1. On the first day of March nineteen seventy four the Stourport-on-Severn Urban District / Council and the Trustees entered into a Lease ("The 1974 Lease")

2. The Council and the Trustees have agreed to vary The 1974 Lease in the terms set out in this Deed

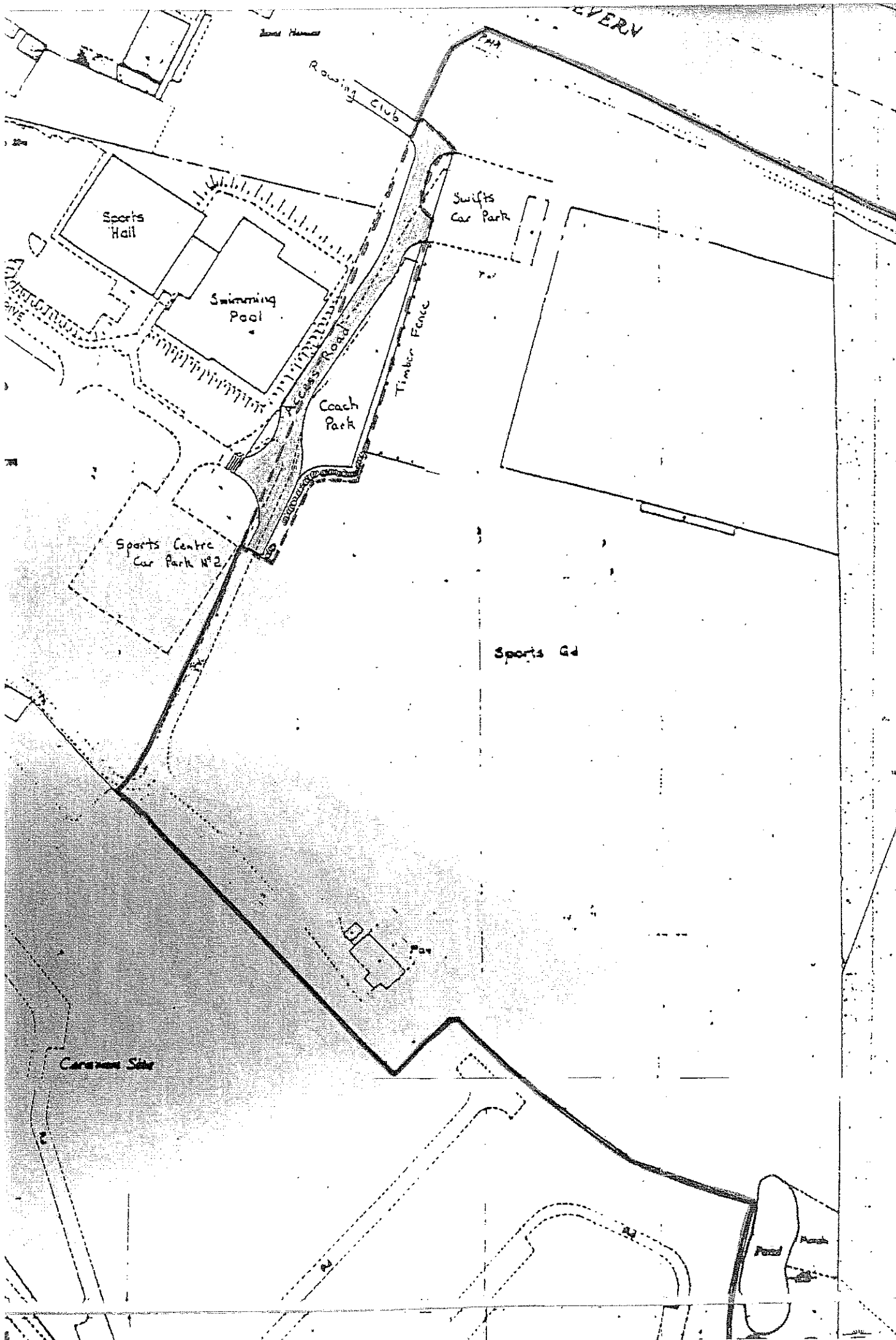
NOW THIS DEED WITNESSETH as follows:-

(a) In consideration of the covenants made by the Council the Trustees consent to the removal from and surrender the area of land demised in The 1974 Lease of the area of land shown edged in broken red lines on the plan annexed

(b) The Council covenants with the Trustees to observe and perform the provisions and stipulations contained in the Schedule

IN WITNESS whereof the Council has hereunto caused its Common Seal to be hereunto affixed and the Trustees have hereto set their hands and seals the day and year first before written

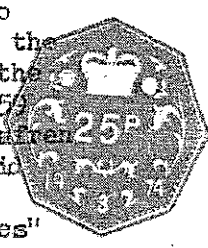






THIS LEASE

made the <sup>FIRST</sup> day of <sup>March</sup> One thousand nine hundred and seventy four BETWEEN THE URBAN DISTRICT COUNCIL OF STOURPORT ON SEVERN OF THE CIVIC CENTRE, STOURPORT ON SEVERN IN THE COUNTY OF WORCESTER (hereinafter called "the Council" which expression shall where the context so admits include the person for the time being entitled to the reversion immediately expectant on the determination of the term hereby created) of the one part and FRED COOPER of 59 Mostyn Road, Representative, and WILLIAM STRINGER of 1 Haffan Way, Office Manager, both of Stourport on Severn aforesaid the present trustees of the STOURPORT ON SEVERN SPORTS ASSOCIATION (hereinafter called respectively "the trustees" and "the Association" the expression the trustees including the trustees for the time being of the Association) of the other part.



WITNESSETH as follows:-

1. IN consideration of the rent and the covenants by the trustees hereinafter reserved and contained the Council hereby demise to the trustees ALL THAT portion of land forming part of the Walshes Farm, Stourport on Severn aforesaid having an area of approximately THIRTY acres or thereabouts and held by the Council for the purposes of the Physical Training and Recreation Acts, 1937 and 1958 and delineated on the plan annexed hereto and thereon edged red (hereinafter called "the demised land"). TOGETHER with a right of way on foot or with carts carriages and other vehicles for the purposes of the use of the said land to construct a Sports and Recreation Centre to be known as The Stourport on Severn Sports and Recreation Centre over and along the private road delineated on the said plan and thereon coloured brown. TO HOLD the same unto the trustees for the term of 99 years from the First day of January One thousand nine hundred and seventy four PAYING therefor during the tenancy yearly and proportionately for any fraction of a year the nominal rent of ONE POUND on the First day of January in every year the first payment to be made on the signing hereof and the last to be made one year in advance in each case without any deduction except for landlord's property tax (land tax) and tithe redemption annuity (if any).
2. THE trustees for themselves and the survivors and survivor them their and his assigns hereby covenant with the Council to observe and perform the provisions and stipulations contained in the schedule hereto.
3. THE Council hereby covenants with the trustees that the trustees observing and performing the provisions and stipulations contained in the schedule hereto shall peaceably hold and enjoy the demised land during the said term without any interruption by the Council or any person rightfully claiming under or in trust for it.



tithe redemption annuity).

(3) To keep all hedges fences and gates upon the demised land always in good repair and condition and the gates always locked when the demised land is not in actual use.

(4) To develop the whole of the demised land as a Sports and Recreation Centre and subject to the surrender of the existing leases affecting such land to grant new leases on terms to be agreed and to utilize the income from such lettings and any additional lettings for the development of the demised land as a Sports and Recreation Centre.

(5) To manage the demised land in a good and husbandlike manner so as to keep the land constantly in good heart and condition and in good sound turf, suitable for the purpose of a Sports and Recreation Centre.

(6) To use the demised land and such buildings (if any) as may be erected thereon as a Sports and Recreation Centre only and Licensed Club House or for such other purposes (if any) as may be sanctioned or approved of from time to time in writing by the Council.

(7) Not to do or permit or suffer anything to be done in or upon the demised land or any part thereof which may be or become a nuisance or annoyance or cause damage or inconvenience to the Council or the tenants or occupiers of neighbouring property.

(8) To permit the Council its Servants or workmen at all reasonable times to enter the demised land to inspect the condition thereof and for all other reasonable purposes.

(9) If the trustees shall be entitled to remove all or any buildings or structures erected on the demised land to pull down and remove the same in a workmanlike manner so as not to cause any damage to the demised land and forthwith after such removal to restore the site thereof so far as possible to its former condition and to pay to the Council proper and adequate compensation for any damage caused by or resulting from such removal.

(10) To deliver up the demised land at the termination of the term in a condition consistent with the foregoing instructions.



DATED

1st March

1974

THE URBAN DISTRICT COUNCIL OF

STOURPORT-ON-SEVERN.

- to -

THE TRUSTEES OF THE STOURPORT-

ON-SEVERN SPORTS ASSOCIATION.

L E A S E

=====

of 30 acres of Land Walshes Farm,  
Stourport-on-Severn

KD8

Term:

99 Years

Commencing:

1st January, 1974

Rent:

£1 per annum plus  
rates.

Payable:

Annually in advance



In partnership with:

<b>Action Planning Tool</b>	
Welcome	
1. Understanding Asset Transfer	
2. Getting Started	
3. Getting Investment Ready	
4. Taking a stake in an asset	
5. Property Development	
6. Premises Management	
Progress Check List	6. Premises Management
Resource Library and Case Studies	
Glossary	5. Property Development

You are here: The Community Sport Asset Transfer Toolkit

## The Community Sport Asset Transfer Toolkit

Welcome to our interactive asset transfer toolkit for sport. This toolkit has been commissioned by Sport England and produced by Locality's Asset Transfer Unit. This toolkit should be the first point of information on asset transfer from a sports perspective for National Governing Bodies, County Sports Partnerships, community and voluntary sector groups (including community sports organisations), local authorities and other sport partners.

[Back to main site](#)

### Overall Progress

1. Understanding Asset Transfer

2. Getting Started

3. Getting Investment Ready

4. Taking a stake in an asset

This toolkit provides information, resources and case studies that will be of use for anyone contemplating asset transfer in a sports context. The most successful asset transfers are those that are collaborative efforts, where effective partnerships are forged and developed over time between public bodies and the receiving community based organisation. The Asset Transfer Unit has also produced a Partnership Routemap as a guide to making the most of partnership in the transfer process, see: <http://www.atu.org.uk/Document.ashx?ID=252>

There will be additional training coming soon from Running Sport for sports clubs. This training will help you get the most out of the tool. For more information, see: <http://www.runningsports.org/>

#### How to use this toolkit

Like all major projects, it is helpful to break asset transfer down into manageable chunks. The transfer process is presented here as a step by step process, although in practice some elements may be carried out concurrently or skipped completely depending on the starting point in each case.

#### Considerations

At the close of each section there are some key considerations for local authorities and / or community sports organisations. Although specific considerations have been highlighted separately for ease of reference, we would encourage representatives from each side to become familiar with the others' perspective; so that both have a fully rounded understanding of the context and practicalities of asset transfer.

#### Progress indicator buttons

You can check off your progress at the end of each section by clicking one of the following progress indicator buttons:

- Considered and action not completed
- Considered and action completed
- Considered but no action required

Therefore, by clicking on the relevant progress indicator button you can keep a record of your asset transfer journey. You can come back and change the status of any action as many times as you like - your last decision will be saved automatically.

#### Progress Check List



To get a high level overview of all of the individual actions associated with each section, (and their status in relation to your project), go to the Progress Check List for the overall picture.

[Print page](#)

## Printing

You can print a .pdf version of the content from each page of the toolkit by clicking the Print page icon in the top right hand corner.

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In partnership with:

Print page

<b>Action Planning Tool</b>
Welcome
<b>1. Understanding Asset Transfer</b>
<b><u>1. Introduction</u></b>
ii. What is asset transfer?
iii. Assets or liabilities?
iv. What powers do local authorities have to transfer assets?
v. What should local authorities do in relation to justifying a transfer at an undervalue?
vi. When is asset transfer suitable?
vii. What are the benefits of transfer?
viii. Approaching the local authority - a health warning for community sports organisations
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## Introduction

There are hundreds of community based organisations running successful 'community enterprises' in urban and rural areas across the UK, (see Locality for more information about its network of member organisations, <http://locality.org.uk/>). As independent, but locally accountable community based organisations, they are engaged with their communities and are well placed to become, or help provide, vital services tailored to the needs of their areas. This includes the provision of sport and leisure opportunities.

Many already run sport and leisure services, such as swimming pools, gyms and sports grounds. They are providing ambitious and responsive programmes with a range of local partners. All are looking ahead to the legacy opportunities that will arise as a result of the 2012 Olympic and Paralympic Games.

There is a history of local authorities transferring existing sports and leisure facilities to large scale leisure trusts and similar organisations. However, it has been acknowledged that local government could do more to understand the supply options available in the sport marketplace, and in particular the potential of community and voluntary sector models for sport and leisure delivery, see: <http://www.idea.gov.uk/idk/aio/11684804>. There is huge potential for existing local authority run sport and leisure facilities to do much more as a result of their appropriate transfer to enterprising community sports organisations.

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**Introduction**

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## What is asset transfer?

Community ownership of assets is not new. Indeed, it has a well documented history going back hundreds of years through our society. However, in more recent times, community ownership and management of land and property has been given fresh momentum as a result of influential reports, Government policy and the work of community based organisations.

At its simplest level, asset transfer is a shift in management and / or ownership of land or buildings from public bodies (most commonly local authorities) to communities (community and voluntary sector groups, community enterprises, social enterprises, etc).

The spectrum of transfer options can range widely, but could be a freehold, a long lease, a shorter lease or a licence to occupy. However, for most transfers, where grants or loans are required for capital development, the length of tenure will need to be long enough to secure external investment. Therefore, community asset transfer is usually taken to mean a long lease, of at least 25 years, or a freehold.

This agenda will be of interest to both established community sports organisations as well as new groups who believe that they have the capacity and enthusiasm to put unused or underutilised sport facilities and public assets to better use.



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## Assets or liabilities?

In the case of sport, the asset in question might already have been developed for sport, eg: a swimming pool, sports hall, football pitch or maybe even a fully operational sport centre. However, opportunities for transfer might be found in less obvious places, where underutilised land and buildings could be 'recycled' into a new sporting use, eg: a redundant community hall or services depot could be adapted for use by many different sports.

Not all land and buildings are assets. Land and buildings for transfer only constitute being assets if they are capable of generating net revenues or, failing that, if there is a stable source of subsidy, in the form of grants or endowments, from elsewhere. Historic underinvestment may mean that significant refurbishment or maintenance costs are required. Restrictions on future use may mean that well intentioned plans are simply not feasible. If projects are to be successful at delivering community benefit for the long term, a rational assessment of viability is paramount.

Resources and time are often in short supply in these situations, especially in the initial rush to save assets from being lost for future community benefit. Site selection and feasibility, options for alternative uses and deadlines for funding may all impact on the 'window of opportunity' afforded communities. However, community sports organisations should not allow external pressures to force them into agreeing to something if they are not convinced of a project's potential to be viable and manageable.



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## What powers do local authorities have to transfer assets?

Local authorities are able to transfer their land and buildings to community sports organisations at 'less than best consideration', i.e. below market value. With regards to a freehold disposal, Local Government can dispose of its assets at less than best consideration under the General Disposal Consent (England) 2003, where the asset to be disposed of has an 'undervalue' of less than £2million, (in practice, therefore, this means that the vast majority of assets proposed for transfer will meet this criterion). The legislation also requires that the transfer should help to secure the promotion or improvement of the economic, social or environmental well-being of an area. For further information, see:

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/462483.pdf>

There is no requirement that local authorities undertake a tendering process within the General Disposal Consent. However, there is the general requirement for authorities to follow "normal and prudent commercial practices". Where a local authority has established a robust business case for transfer, there would be no further requirement to 'market test' a transfer proposal to meet the General Consent criteria.

The disposal or transfer of an asset held on charitable trust is subject to the charity law framework. Therefore, it is vital that local authorities identify those assets held on charitable trust at an early stage to ensure relevant statutory procedures are followed and charity law advice is taken. The Charity Commission provides guidance on the disposal of charity land and Trustees' responsibilities, see: [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

There is also a requirement for a local authority to demonstrate that it has complied with the European Commission's State Aid rules, although it is very unlikely that a community sports facility transfer will have any effect on trade between EU Member States. Further details on State Aid and asset transfer can be found at: <http://www.atu.org.uk/Document.ashx?ID=274>

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## What should local authorities do in relation to justifying a transfer at an undervalue?

In making an asset transfer decision, local authorities should:

Have regard to their community strategy;

Comply with "normal and prudent commercial practices", obtaining the view of a professionally qualified valuer so that the likely amount of the undervalue can be assessed, (there is a technical appendix to the General Disposal Consent which goes into further detail on how the valuation should be carried out);

Understand what community benefits will be realised by transfer;

How the interests of local people will be better served;

The business plan and financial viability of the community based organisation's plans;

The State Aid implications.

The Asset Transfer Unit has produced model transfer strategy, policies and procedures to support local authorities in preparing their decision making frameworks, see:

<http://www.atu.org.uk/Support/strategy>[Back to main site](#)

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## When is asset transfer suitable?

It is not easy to predict when opportunities for asset transfer may emerge. Potential assets for transfer may emerge for a variety of reasons and have had a range of past and present uses. Some of the opportunities may be 'demand-led' through a community based organisation asking the local authority if it is willing to make a transfer; others may be in response to external factors or events, eg: a planning application for development or proposals for the closure of sports facilities owned and managed by the local authority. Those community sports organisations who want to take the initiative themselves will do so, because they feel that the opportunities in asset development benefit the aims of their organisation and their community.

However, opportunities to progress an asset transfer are best undertaken when there is:

Community appetite to do so;

When public bodies seek to engage and involve communities in the design and delivery of services;

When facilities and services are threatened with closure, (without an alternative being contemplated),

Adequate time to develop a transfer proposal, and,

When the terms of a transaction between partners are mutually beneficial.

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Bury St Edmunds Rugby Football Club

Pomphrey Hill and Banjo Island



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## What are the benefits of transfer?

The benefits of asset transfer are potentially substantial and varied, depending on the extent to which the asset can be exploited for maximum community benefit.

Community based organisations develop styles of engagement that are more effective than other forms of ownership because they are directly accountable to their customers. Communities that come together to plan and deliver services can make them more inclusive and responsive than state run services. Communities can also bring a long term focus to the issues that are important to them, which is difficult for profit making private sector organisations to sustain.

By transferring control to community based organisations, asset transfer can:

- Empower communities to shape the places in which they live and work;
- Involve communities in co-designing, transforming and delivering the services from which they benefit;
- Be a catalyst for skills development / volunteering opportunities / job creation / business development;
- Promote 'community anchors' and resilience in deprived neighbourhoods through the provision of space / opportunities for local enterprise activity.

Benefits to the local authority might include:

- Delivery on a range of policy objectives, eg: relating to sport, health and wellbeing, growing participation and volunteering (for an asset transfer to be successful into the future the local authority must continue to support the community sports group to achieve the targets agreed);
- A reduction in the 'burden' of an under-used or unused asset, thereby making long-term revenue savings, eg: a local authority transferring a pavilion or changing rooms to a local sports club, thus reducing costs for the local authority and providing an asset for the club;
- 'Rent-back' schemes to local authority service providers, thus providing rental income to the transferee and / or creating mutually beneficial co-location of services on one site;
- Being a catalyst for greater community participation and community engagement with the local authority;
- Creating a less 'grant dependent' community and voluntary sector;
- Financial leverage - the process of transfer can enable access to external money, much of it from sources not available to the local authority.

Potential benefits to the community sport organisation taking ownership might include:

- Improving the quality of the asset leading to an increase in the satisfaction of the sporting experience for users;
- Opportunities to grow participation in sport and increase usage;
- An increase in the ability to generate income and create a more sustainable financial position;
- The opportunity to create a firm base and identity for purposes of self-determination;
- Improvements to management capacity and organisational development.

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### Case Studies

[Spikes Bridge Park](#)



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## Approaching the local authority - a health warning for community sports organisations

The advice in this toolkit assumes that you have an initiative in mind that has been progressed to a stage of reasonable clarity, with perhaps having had some professional guidance, (eg: support and advice from your relevant National Governing Body, see: [http://www.sportengland.org/about\\_us/how\\_we\\_recognise\\_sports/recognised\\_sports\\_and\\_ngbs.aspx](http://www.sportengland.org/about_us/how_we_recognise_sports/recognised_sports_and_ngbs.aspx)). You should have evidence of the need for your project, and ideally, a degree of community support for its broad aims before you approach the local authority.

Unfortunately, identifying who to approach in a local authority is often far from straightforward. All local authorities will have their own unique organisational structure and in some instances covering very large geographical areas, (community sports organisations should use elected members to help them navigate around local authority structures).

It is rare for a local authority to have a single named contact for asset transfer, therefore, community sports organisation are advised to start their enquiries with:

The local authority's Property Officer, (if there is one);

The officer responsible for sport and leisure;

The Cabinet Member with responsibility for i) Communities, ii) Resources or Asset Management and iii) Sport;

The local authority's Voluntary and Community Sector Development / Officer, (if there is one).

It is not unusual for a community based organisation to have initial contact with an officer, or indeed an elected member of the local authority, who is unaware of what policy or processes are in place for dealing with asset transfer. Community sports organisations should avoid reaching agreement on a way forward with someone who has no authority to deal with such matters. Therefore, make sure you are talking to the right person.

The initial meeting with a representative of the local authority should seek to achieve the following as a minimum:

An exchange of contact details;

Clarity on who has the authority within the community sports organisation and the local authority to make decisions;

Evidence of the resources, skills and expertise within the community sports organisation;

An understanding of the aims and objectives of the community sports organisation and the local authority;

An agreement of the timescales and next steps.

Considerations for community sports organisations

Considerations for local authorities

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### Useful Documents

Managing Risks in Asset Transfer: A Guide

Model asset transfer strategy guidance for local authorities




## Section Progress

Has the community sports organisation appointed a key person with delegated responsibility to negotiate with the local authority?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

Has the local authority agreed processes to deal with any conflicts or disputes in the asset transfer, eg: a partnership agreement or memorandum of understanding?



-  Considered and action not completed
-  Considered and action completed
-  Considered but no action required

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## Defining purpose

These activities are those which have to be addressed before detailed plans are put in place since they effectively address what would be insurmountable obstacles to the project.

Defining purpose is the first stage of the asset transfer process. The asset being transferred should be chosen for a specific reason, rather than just an asset and attempting to find a purpose for it.

Asset transfer works best where it responds directly to the needs of the community in which it is situated. This means defining the purpose must be led by local people. Asset transfer is far more likely to be successful where there is support from a good cross-section of the community.

Community sports organisations engaging in asset transfer should have deep roots and links to the relevant community that they can tap into. Where they do not exist, relationships should be forged with community and voluntary sector organisations in the area. This should happen at an early stage, when the purpose is still being defined. People are more likely to support a transfer when they have an input into the process.

### Considerations for community sports organisations

## Section Progress

**Question: Has the purpose of the transfer been led by, and agreed with, local people?**

- ☐ Considered and action not completed
- ☒ Considered and action completed
- ☐ Considered but no action required



## Glossary

**Are people prepared for the long period of time that some transfer projects need?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Has a realistic provisional timescale for transfer been set?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Setting up a new organisation

### Overview

Company Limited by Guarantee  
 Community Interest Company  
 Industrial and Provident Societies  
 Charities and Trading  
 Community Amateur Sports Club (CASC)  
 Social Enterprise  
 VAT

### Overview

For any organisation looking to own or run a sports facility, it is important to have a robust structure with a written constitution and appropriate legal status to enable the responsibilities and financial liabilities to be taken on. This is not only to safeguard the organisation and the individuals running it, but to also to give funders and other partner organisations confidence that they can invest their time and money in the transfer.

Setting up a community sports organisation should happen only where and when it is necessary. In the initial stages it is best to utilise existing community structures. This reduces the potential for time and resources to be wasted if the transfer does not come to fruition. It also makes it easier to reach people.

Therefore, a community sports organisation should be set up in two circumstances:

1. Where no community sports organisations currently exist in the area and;
2. Where a purpose has been defined and a new organisation is needed to pursue the transfer.

An important early decision for a new group or an unincorporated association is whether to incorporate. It is highly unlikely that a public body will transfer its assets to a group of individuals without a separate legal identity. Incorporation also limits the personal liability of the individuals involved. Incorporation is an important consideration for any community sports organisation that intends to employ staff, take on significant property interests or undertake major contractual obligations, and legal advice should be sought.

When setting up a community based organisation, there are several possible incorporated legal structures currently available<sup>1</sup>, including:

Company Limited by Guarantee;  
 Community Interest Company (CIC);  
 Industrial and Provident Societies (IPS).

Deciding on which type is most appropriate is crucial and should be given significant thought. Each structure has its own set of strengths and weaknesses. More research should be done before making a decision. Fortunately, there is extensive free guidance available on legal forms and organisational types for community enterprises. Co-operativesUK produce a good publication, see: [http://offline.cooperatives-uk.coop/live/images/cme\\_resources/Public/MakingLocalFoodWork/SimplyLegal.pdf](http://offline.cooperatives-uk.coop/live/images/cme_resources/Public/MakingLocalFoodWork/SimplyLegal.pdf)

Sport England also provides a good summary of the different legal structures which a community sports organisation should examine in the toolkit 'Things to Think About', see: [http://www.sportengland.org/support\\_advice/governance\\_finance\\_control.aspx](http://www.sportengland.org/support_advice/governance_finance_control.aspx)

### Company Limited by Guarantee

This legal structure limits the liability faced by Directors in the case of insolvency, (usually to a nominal sum, such as £1), except in cases of negligence or recklessness;

Shares cannot be issued;

Registration is required with the regulator, Companies House, see: <http://www.companieshouse.gov.uk> and company law must be abided by;

Companies require a governing document. Advice and model examples can be obtained from the regulator.

### Community Interest Company (CIC)

A CIC is a company limited by guarantee or share issue with several added features such as a community interest test, an asset lock and a cap on dividends; This legal form gives some flexibility over charitable status, and emphasises public benefit over private profit;

Each CIC must specify the community that is intended to benefit from any profits made by the company, (this could be as wide as all the residents of a defined

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### External Resources

[ACRE](#)
[CASC](#)
[CIC Regulator](#)
[Charity Commission Website](#)
[Co-operatives UK Legal Forms](#)
[Community Matters Website](#)
[Community Shares Website](#)
[Companies House Website](#)
[Gift Aid Scheme](#)
[IPS Registration \(FSA\)](#)
[Locality](#)
[Things to think about](#)



geographical area) and the CIC regulator must approve this, see:  
<http://www.cicregulator.gov.uk>

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#### Industrial and Provident Societies (IPS)

An IPS is a trading organisation that operates as a co-operative either for the benefit of its members, (bona fide), or the wider community, (cooperative and community benefit society);

IPSs are currently exempt charities which means they do not have to register with the Charity Commission;

An IPS is usually funded by share capital. The value of the shares is fixed and does not go up and down with the value of the organisation;

An IPS is the only vehicle that can issue shares on a low-cost basis;

Buying a share confirms membership and decisions are taken on a one-member-one-vote basis, (regardless of number of shares owned). There is an upper limit on the cash value of shares that can be held by one individual, (£20,000 currently);

IPS registration is done through the Financial Services Authority, see:

[http://www.fsa.gov.uk/Pages/Doing/small\\_firms/MSR/index.shtml](http://www.fsa.gov.uk/Pages/Doing/small_firms/MSR/index.shtml);

There is a significant amount of new interest in this model because of its ability to raise investment from the issue of community shares. For more information, see: [www.communityshares.org.uk](http://www.communityshares.org.uk)

#### Charities

Charitable purpose is a status that the organisation either has or has not. Registered charity status has certain tax benefits, which includes tax efficient ways to maximise donations made through the Gift Aid scheme, see:

<http://www.hmrc.gov.uk/individuals/giving/basics.htm> The 'asset lock' to appear in Glossary when you click inherent in the charity structure is also a common means of managing the risk that the value of any public asset may be privately appropriated.

A written governing document 'the constitution' lays down the rules of the organisation.

Registration is with the Charity Commission, see: <http://www.charity-commission.gov.uk>. There are a number of suitable constitutions available from different sources, such as the Charity Commission itself, Community Matters <http://www.communitymatters.org.uk> specifically for community associations and ACRE <http://www.acre.org.uk> for Village Halls. Some funders insist that grant recipients must be registered charities. The board of trustees has practical and legal responsibility for the organisation.

The law does not regard the promotion of any particular sport, for its own sake, as charitable, (although the Charity Commission is currently investigating whether this is possible). However, charities are able to encourage participation in sporting activity as a means to a variety of charitable ends.

Currently, it is possible for an organisation to be both registered as a charity and be incorporated. This creates what is known as a charitable company. Although this gives it the advantage of both types, it also means double the administrative burden.

If you decide to follow the route of obtaining charitable status, it is recommended to seek professional advice first

#### Charities and Trading

Charities may engage in some types of trading in some circumstances. The trading that a community sports organisation could do includes paid coaching courses, renting out facilities, running a cafe, etc. However, this type of trading may not be permissible under an existing registered charitable constitution, so trustees first need to confirm if they have the requisite power to trade, (with reference to their governing documents).

Where there is substantial risk to the organisation through trading, a separate trading company may need to be established. Trading for the 'primary purpose' of the charity is permitted as long as profits are used wholly for the charitable purposes of the organisation. Primary purpose trading will not give rise to tax liabilities. 'Ancillary', 'non-primary purpose' and 'mixed' trading are subject to a range of accounting and tax treatments. Trustees should seek advice before making decisions. More detailed advice can be obtained from the Charity Commission, see: <http://www.charity-commission.gov.uk> and HMRC, see: <http://www.hmrc.gov.uk/index.htm>.

#### Community Amateur Sports Clubs (CASC)

Sports clubs that do not want to register as a charity could apply to be a Community Amateur Sports Club (CASC) to access special tax concessions, including the Gift Aid scheme.

To qualify as a CASC the club must have as its main purpose the provision of facilities and the promotion of one of 113 eligible sports. It must be open to anyone, and it must be amateur, which means its players cannot be paid a wage and all the profits are reinvested back into the club. For more information see, <http://www.cascinfo.co.uk>

#### Social Enterprise

A social enterprise is a not-for-private-profit business, rather than a legal structure in its own right. This means that to qualify as a social enterprise, a business could be



structured using a variety of legal structures available, eg: company limited by guarantee, CIC, etc. What is important is that all profits from a social enterprise go straight back into fulfilling the social aims of the enterprise, eg: providing sports facilities for people on low incomes. No profit can be paid to individual shareholders. In addition, the way in which the social enterprise is structured should enable service users, members and the wider community to have a say in how it is run.

Terms and Conditions

#### VAT

Value Added Tax (VAT) is a sales tax charged by businesses on the goods and services they supply. For charities and voluntary organisations the issue of VAT can be very complicated. Community and voluntary organisations are generally not registered for VAT because they are not undertaking business activities. In this situation, they may not charge VAT, nor may they recover VAT from HMRC. Activities such as collecting donations or undertaking grant funded work are regarded as non-business activities and outside the scope of VAT.

However, where a community and voluntary organisation carries out other activities, (as it may do if it takes on an income-generating sports resource), it may find itself having to get involved in VAT, particularly if it begins selling goods and services. Just being a community and voluntary organisation or charity does not mean that the organisation's activities are outside the scope of VAT.

There are also likely to be significant VAT implications involved in the costs of building or refurbishing an asset or facility. Specialist advice should be sought where necessary.

#### Considerations for community sports organisations

##### Section Progress

**Have individuals explored the implications of incorporation and establishing limited liability for the transfer?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Has the community sports organisation obtained advice on suitable legal vehicles to meet its current and future needs?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Skills and experience

The process of asset transfer can be a complex business. In some cases it can take many months, if not years, if there are any building and refurbishment elements associated with the transfer. Community sports organisations should consider if they have the appropriate skills and capacity in place, to understand if any gaps exist, and how relevant experience can be developed and leveraged.

Local authorities should also consider if they have all the necessary skills and capacity in place to manage a smooth asset transfer process. There should not be too much reliance on one junior officer in one department. It is unlikely that they will possess all the skills and experience, or have the delegated decision-making powers that will be required at different stages in the negotiation. Consider setting up a project team that brings together individuals and departments that each has a stake in the transfer.

Considerations for community sports organisations

Considerations for local authorities

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### Overall Progress

## Section Progress

**Does the community sports organisation have all the skills and experience available to carry out the transfer?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Is the community sports organisation overly reliant on just a few individuals?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

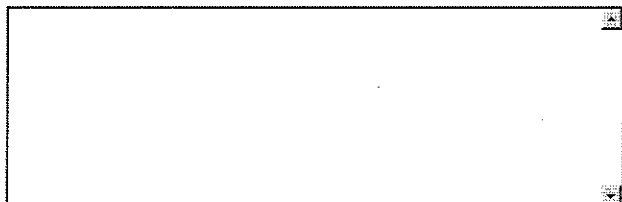
**Has the local authority co-opted a cross-section of key departments to support the transfer process?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



Is there someone in the local authority with responsibility for ensuring the best outcome for both sides; who will 'own' the project for the long haul?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Know your asset

In most cases of asset transfer there will be no opportunity for optimal site selection, unless it concerns a new build. However, the same considerations for an optimal site appraisal process are just as relevant for a pre-existing site that is being 'offered' for transfer. The appraisal process should be rigorous, needs professional advice, and needs to balance the opportunities and risks associated with each site and / or building looked at.

In essence, the site appraisal process will determine how closely the site lends itself to the vision and it will highlight any major issues which will require negotiation prior to any transfer.

A site appraisal could include the following:

Does the site provide easy access - vehicular, servicing, pedestrian, disabled, emergency services?

Is there adequate car parking provision, including potential overspill?

What traffic impact will the project have, and how will people journey to and from it?

What is the condition of the building? (has a surveyor looked at the roof, structure, plant, etc?)

Does the site or building have the right amount of net area for the activities required?

Does the site allow future flexibility, adaptation, extension, etc?

Does the site have any Planning Policy issues that may prevent or delay the project? The process is likely to be much easier if buildings or pieces of land are already being used for sport, (for the purposes of planning use designation, sports assets, including swimming pools, gymnasiums and other indoor and outdoor sports and leisure uses are designated as Use Class D2).

If the planning designation is not appropriate for sport, how easy will it be to get a Change of Use?

Is the site within a Flood Risk area? (with both synthetic and natural track and field surfaces, particular attention should be given to drainage and the ability to withstand significant rainfall events and remain free of surface water);

What are the implications of any development on adjacent sites or properties, and visa versa?

Is the existing building listed or in a conservation area or of archaeological value?

Are there any protected wildlife species?

What is the quality of the existing landscape, and are there any Tree Preservation Orders?

Are there any invasive plant species, (e.g. Japanese Knotweed), that require expensive remediation?

Is the site likely to have any contamination or contain asbestos?

Does the site have any legal issues that may prevent or restrict the proposed development, eg: restrictive covenants, Rights of Access, Rights of Light issues with adjacent properties or potential Party Wall issues?

Are there any major services that cross the site?

The above list is not designed to be exhaustive, but rather to highlight the need for an awareness of the many issues that could impact on the project's success.

The importance of knowing the condition of your asset is to fully expose any potential risks which will impact on the business plan and ultimately the delivery of the vision. Once any potential risks are known these need to be fully discussed with the current owner. It may be possible to factor in some recognition of this, eg: for a pre-agreed period the current owner, (or building contractor), may indemnify elements of the building against failure. A detailed conditions report should form part of the price negotiation surrounding the transfer. If a site or building has been under-maintained in the past, this should be reflected in the negotiation process.

It is important to stress that if too many risks are exposed, and not managed, then the site or building may ultimately be of no value as an asset. Some significant risks may have to be ultimately borne by the community sports organisation; it is therefore important to factor in the cost of any necessary insurance within the business plan.

Considerations for community sports organisations

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### External Resources

Association of Consulting Engineers (ACE)

Institution of Structural Engineers (ISE)

Royal Institute of British Architects (RIBA)

Royal Institute of Chartered Surveyors (RICS)

Royal Town Planning Institute (RTPI)



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### Section Progress

**Has a thorough site appraisal been carried out, with reference to suitable external advisors?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Are there any site constraints that mean the vision is fatally compromised?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Will the price agreed take into account any liabilities, including the cost of necessary repairs and future maintenance?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Feasibility

An asset transfer will represent a significant financial commitment to both the local authority and the community sports group. Because of this, it is strongly recommended that a feasibility study is conducted first.

A feasibility study is not a business plan. It is a piece of work to look at whether a proposed project:

- Is really needed?
- Can be accomplished?
- Is viable and sustainable in the long term?

If the answer to these questions is clearly 'no', then the business case for transfer will not be strong enough to proceed. By using a feasibility study to answer these fundamental questions, it will avoid both parties getting into difficulty further down the line, often when large amounts of time and money have already been spent.

To decide whether a project is feasible it is necessary to know what is to be achieved and why at the outset, ie: to agree the project objectives. Use the SMART acronym below to test that the objectives are 'action orientated':

- Specific - objectives should specify what you want to achieve;
- Measurable - you should be able to measure whether you are meeting the objectives or not;
- Achievable - are the objectives you have set achievable and attainable?
- Realistic - can you realistically achieve the objectives with the resources you have?
- Time - when do you want / need to achieve the objectives?

An example of a SMART object might be: To set up a new organisation by the end of the calendar year, which will own the sports facility and fundraise for the development of a new synthetic pitch for community and club use.

You will not know for sure whether all your objectives are SMART until some of the feasibility research is complete, but when it is, project objectives are used to inform the scope of the initial assessment and the development of the Business Plan.

It is important to note that a feasibility study will only answer the questions asked of it. So, if the focus is just on financial viability, other practical elements such as whether there is adequate space for pitches, ancillary facilities and spectators, might be missed.

Some prospective funders, (or other partner organisations), may insist on a feasibility study, particularly for an ambitious or unusual project. There are consultancies who specialise in feasibility studies. The disadvantage of using an external organisation is that they can be expensive and they will not necessarily know the partners involved in the project, the community or the locality very well.

Topics to be included in a feasibility study might include:

- Looking at local competition and how the facility in question will 'fit' into the local network of sports resources in the area?
- Land / building ownership - can it be secured? On what terms? Are there constraints on what can be done with it? Is it in the right place for what you want to do, eg: if there is not much passing pedestrian trade, will a cafe work?
- Stakeholders - can their support be relied upon?
- Technical - are there likely to be problems, (or inordinate costs), associated with developing the land or buildings, eg: contamination, planning consent, structural problems?
- Capital viability - are you likely to be able to raise the capital necessary to buy and develop the land / building?
- Revenue viability - is there market demand for what you propose? Are you likely to cover your revenue costs?
- How the project will be managed - who is the champion? Is the community sports organisation up to the task of transfer?
- Is there enough time to plan and implement the transfer?

Projects that are not viable are simply those that cannot meet all their costs over a specified period. It is perfectly possible to have a project which will take time to become viable, but it must be shown how the funding to bridge the gap and cover the cost of any loan repayments has been addressed.

You can also contact your local County Sports Partnership (CSP) who will be able to signpost you to a relevant council contact. They will also be able to give you some more

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[CSP Contacts](#)



information on how asset transfer is being developed locally. Contact details for all CSPs can be found [here](#).

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### Considerations for community sports organisations

#### Section Progress

**Has the feasibility of the transfer been tested and SMART objectives established?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Have similar projects been visited and examined to benchmark issues against as part of an initial assessment of feasibility?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Have all of the 'make or break' questions been answered to a reasonable degree of certainty?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
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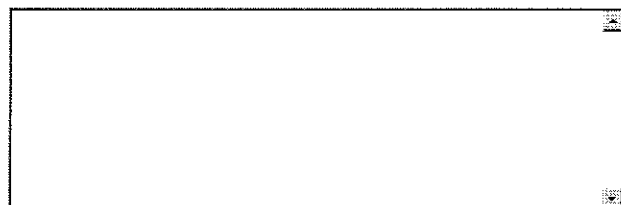
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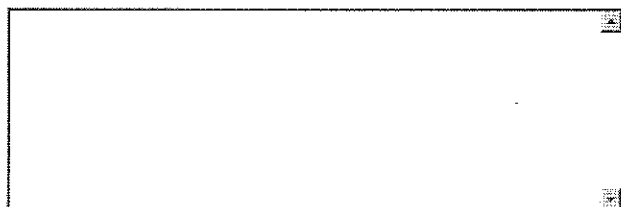
**Has the feasibility of the transfer been tested and SMART objectives established?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



**Have similar projects been visited and examined to benchmark issues against as part of an initial assessment of feasibility?**

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- ☐ Considered and action completed
- ☐ Considered but no action required



**Have all of the 'make or break' questions been answered to a reasonable degree of certainty?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required





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Big Society and Decentralisation

Localism Bill

Sustainable Communities Strategy

Quirk Review

Health Reform

Economic Development

Statutory Land Use

Equality Act

Community Sport - In It For The Long Run

Active People Survey

Sports Market Segmentation

Section Questions

Asset transfer requires external support from public bodies, funders and other partner organisations. Successful asset transfers are those that deliver against a broad range of often competing interests and maximise the opportunities for public benefit.

Currently, the public sector is experiencing significant change, with a combination of challenging budget reductions and a series of new policy initiatives from the Government.

At a national and local level there are various policies and strategic planning tools that have implications for asset transfer and sport. You do not need to understand them all in detail at once. However, both local authorities promoting asset transfer, as well as community sports organisations with ambitions for the same, will need to become familiar with the high level aims and uses of the policies and tools summarised here, to ensure that their transfer proposals have maximum effect.

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Considerations for community sports organisations



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## Community Involvement

Fully involving the community is an important part of the sustainability of any asset transfer. This has the potential to both reduce costs and generate greater community ownership of the facility. However, for most projects there is not one local community but a number of different communities which need to be approached in different ways and at different times.

Defining groups of people is important since it enables information and invitations to people to happen in a targeted way.

It can also help to 'manage' some people who may not be positive about a project.

### Neighbours:

Neighbours will have important views on the existing site and will be aware of, for example, how people visit, problems with security and what activities create noise. Neighbours may also be important to get onside with a project when the time comes for planning applications, (the local planning department will ask neighbours for their views as part of the review of any planning applications submitted).

Near neighbours will be particularly affected during any building work and if the asset transfer will mean an increase in visitors to the site, car parking and an increase in noise levels or a change in the time at which the site is used. For example, a football ground may have a small car park that is adequate for training days. However, on match days the cars and coaches that bring spectators and players may fill local roads.

### Potential service users:

Local communities are likely to be the biggest source of service users. Involving the local community at the planning stage with this in mind will enrich any proposal and improve the sense of ownership of the project.

Clubs should also be nurtured to become regular customers of the facility. They offer a steady source of income and many clubs have a need to hire facility time on an ongoing seasonal basis.

Existing sports clubs and organisations: If the proposed asset transfer is not being led by an existing community sports organisation, it is recommended that consultation with as many local sports clubs as possible is undertaken to see if they would be interested in using, or even co-locating, to the asset.

Many sports do not require clubs to own or manage their premises. Even for clubs that do own their own premises, your asset may offer something complementary, eg: a sports hall could provide space for land-based training for water-based sport. Also, catchment areas for different sports vary considerably – some sports clubs may relocate from many miles away if your offer was attractive to them.

A list of local sports clubs and organisations is often compiled by the local sports council, (if one exists locally), or alternatively, speak to your local authority and County Sports Partnership.

### The wider community:

Members of the wider community may provide future volunteers, participants in fundraising events, job applicants and even spectators. Wider community involvement in the facility will be key to creating volunteer commitment. All the best community sports facilities have a high volunteering element. Facilities are expensive to operate and volunteers are vital to the cause. The local media is an ideal way of keeping the wider community informed about developments, as are public meetings.

For advice on attracting, motivating and retaining volunteers, see:  
[http://www.sportengland.org/support\\_\\_advice/volunteers.aspx](http://www.sportengland.org/support__advice/volunteers.aspx)

### Other community based organisations:

Involving other non-sport community based organisations early on in the planning process can be helpful, not only because they can be a way of recruiting potential service users, but because they may have conflicting or complementary plans, useful knowledge or relevant experience. Ways of reaching out to other organisations include:

- Talks at existing groups, eg: school assemblies, community events;
- Holding a public meeting;
- Local radio, TV, newspapers, press releases;
- Letter to the local newspaper;
- Leaflet drop to local houses;
- Leaflets in neighbourhood offices;

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Websites and social media campaigning tools such as <http://www.facebook.com/>,  
<http://twitter.com/>, <http://www.ning.com/> and <http://www.youtube.com/>

Print page

Newsletter, (email or paper);

Exhibition / poster / leaflets in the local library;

Survey of members;

Notice board outside the site with regular updates;

Posters in local shop windows and other venues;

Publicised drop-in times to look around the venue.

Whatever engagement methods are used, it is important that they are inclusive, clear and productive, encourage collaboration, are well recorded and followed up.

#### Considerations for local authorities

### Section Progress

**Have different groups of people with a role to play in supporting the transfer been identified and are there plans in place to engage with them?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Has there been adequate consultation between the local authority and communities regarding the possible transfer of community sports facilities?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Partnership Building

Partnership building is about working with other people and organisations to make the asset transfer a success. Once all partners and the nature of their stake in the project have been defined, it is then possible to plan a process of engagement to enable them to have an input at important stages.

Cultivating 'champions' for your cause, from the public, private and community sector, are fundamental elements of an effective asset transfer. Champions may come from a variety of places.

### Considerations for community sports organisations

#### Section Progress

Are there a range of influential champions backing the transfer, to ensure key project objectives can be achieved?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

Have enough opportunities been created to provide meaningful involvement for all stakeholders?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

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[Partnership Routemap](#)



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Creating a baseline and setting out to measure your achievements is important for community sports organisations and local authorities seeking to develop a community sports facility. If you are a pre-existing organisation then you can use past achievements on similar projects to demonstrate your ability to deliver outcomes. It is obviously not possible for organisations set up specifically to develop a facility to do this. However, all community sports organisations should start to think how they will monitor the impact of their work on the particular asset transfer project. This will look at the wider benefits likely to be delivered as the project progresses eg: local employment, increased community involvement.

A baseline can be very useful in two ways:

It helps to validate the organisation. Evidence of past achievements will encourage potential partners to engage with the development;  
It brings new focus to what the organisation is achieving and how the project will help it further its aims.

**Considerations for community sports organisations****Section Progress**

**Is there a clear baseline of data against which to measure the impact of the transfer?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Needs Analysis

These are the activities which have to be addressed to enable the transfer and the community sports organisation sponsoring it to have credibility with investors and a sustainable outcome, ie: one that lasts.

In terms of planning a sports facility, a fundamental step is to establish need and demand and where the gaps are in local sports services and activities or where existing facilities could be better used. This will involve reviewing provision in the surrounding area and testing demand for the facilities and services that will be on offer. Both the essential and 'wish list' elements of the plan need to take into account what the likely level of use will be and what the managing organisation can handle. Even assets that are currently in use will benefit from a needs analysis to test assumptions about impact under community management / ownership.

An asset is most likely to be considered for transfer if there is an argument to say that:

It is currently underused but there is clear potential for growth in usage;

It could be more efficiently or effectively run by a community based organisation, eg: increasing opening hours, lowering overall costs and / or increasing the total numbers or types of people who would use it;

Transferring it to a community based organisation would also achieve other community benefits, eg: by addressing deficiencies in the current demographic profile of users or maximising healthy living outcomes in areas of defined deprivation.

Considerations for local authorities

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### Overall Progress

## Section Progress

### Is there proven need and demand for the sports facility?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

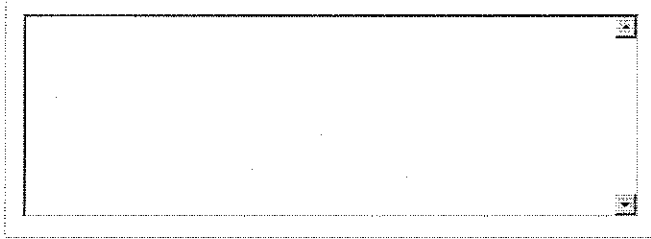
### Has comprehensive research into the target market / users of the community sports facility been undertaken?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

### Has a similar community sport facility been visited to compare use and demand assumptions?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required





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## Governance Structures and Accountability

At each stage of the transfer process there are questions that community organisations need to ask and actions that need to be taken with regard to governance structures. Local authorities also need to understand and resource their role as the key supporter in the transfer process. The following sections guide you through each stage in the process, (in addition, Sport England provides additional governance advice, see: [http://www.sportengland.org/support\\_\\_advice/governance\\_framework/governance.aspx](http://www.sportengland.org/support__advice/governance_framework/governance.aspx)).

### The Getting Started Stage

#### Questions and issues

If the project involves an offer of an asset from a local authority, what control will they wish to have over the process and use of the building?

What are the views and aspirations of your current service users and local partners?

Has the organisation the legal capacity to take the project on, to apply for and receive loans?

Thinking long term, the Board should assess whether the proposed asset will deliver the right step forward for the organisation. The early stages of the process, while often driven by senior staff, must be under the control and guidance of an interested but measured board that is considering the wider agenda and the longer term. The board must ensure it is kept well informed. Charities should get advice from the Charity Commission on the particular legal issues relating to owning land and property, see: <http://www.charity-commission.gov.uk/publications/cc33.aspx>

### The Getting Investment Ready stage

#### Questions and issues

Is a new legal structure required to undertake the transfer?

Will it be better to separate the transfer legally, so that any unforeseen liabilities cannot impact on the core organisation?

Has the Board the capacity to control and oversee the process or are new members needed to add expertise or training required for existing members?

How can the ongoing momentum of the organisation's core work be sustained?

#### Actions:

In deciding to go forward the board must address its own capacity, ensure good reporting systems and undertake a risk assessment. Talk to others who have 'done it' and look carefully at options for incorporation.

Remember that the full board needs to have ownership and that it is the board that must take the key decision to undertake feasibility, to commit resource, to contract, and to take loans. Look carefully at the financial projections and make sure that the costs and revenues are fully understood.

Consider how you want reporting on the project to work and whether you want to handle it through a committee. Identify the stop / go gates at each stage - the points in the process at which you commit resource to a stage.

### The Taking a Stake Stage

This is the point at which the organisation commits to make a major commitment. While you may be still able to stop the process later on, this will be at very considerable cost. This is the deep end! Good governance up to this point means you will have had detailed information and full understanding of options and risks at all stages so far.

#### Questions and issues:

Will you get the level of control over the asset that you need?

Will you be able to use the asset as security for further finance if you need to?

#### Actions:

Even if you are building your own asset with debt finance, bankers can place restrictions on the tenancies that you can offer and rental levels that you can charge. Leases will have terms and conditions and may place restrictive covenants. The extent to which you can use the asset to benefit the community in the way you want will depend on the detailed nature of the agreement that you sign and on the financing and loan agreements that you commit to.

Take professional advice from a lawyer who is an expert in property. Knowledgeable comment from a board member who may be a solicitor is not enough. If you have a

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legally qualified board member get him or her to lead and drive the process. If there is grant input pay particular attention to the issue of clawback and charges and the duration for which these may apply.

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### The Property Development stage

If you have arrived at this point, then as a board you have a clear rationale and business case, specification for the building, detailed costs, and funding for the transfer and a forward business strategy for your soon to be expanded operation. You are now addressing contracting and contract management through to completion and taking ownership.

#### Questions and Issues:

- How will this major and complex process be resourced?
- What needs to be done to minimise the effect that the transfer has on your core business?
- What needs to be done to prepare for the future expanded operation?

#### Actions:

Managing any refurbishment or new-build process internally will place a big demand on capacity. If your senior staff say they can handle it, challenge them. Using professional help will incur costs but could take a huge load off your collective shoulders. Your architect may be the right person but project management is a particular skill. Get the team focused on preparation for operating the new building. If you will have units and spaces to let then marketing well in advance is important and often gets lost in the immediacy of the construction process.

The team need to be on top of planning / recruiting the required staffing resource, establishing appropriate leases or licenses. Ensure that appropriate policies are being drafted. Have a lettings policy which addresses community requests for free use of space, or for use by political groups.

### The Property Management Stage

So you are open and ready for business. You have been through a challenging journey and hopefully the outcome is as you had hoped or even better. Your staff team has been working hard to achieve the completed building and to put the right systems in place for operations. It will take time for everything to 'bed down' and operational changes will be needed frequently in the first three months. New staff will need time to settle and the existing team and business needs time to adapt too. Financial challenges will arise. What you had thought was a 'commitment' from a prospective tenant may not work out and unforeseen costs may turn up.

#### Questions and Issues:

- Have you invested enough in marketing and sales?
- Have you the right skills set in the staff team to encourage new users and win new business?
- Have you really provided for enough security and caretaker cover for evenings and weekends?

#### Actions:

If you cannot meet your financial targets you will create an unviable asset at some point in the future so financial performance must command the undivided attention of the board. Whatever financial challenges emerge, you need to take remedial action as soon as possible. If you are heading for early difficulties, talk to your bankers early. They will be much happier knowing in advance and may be able to extend a capital repayment free period. The board's role here is to ensure it receives high quality and timely information and ensures action is taken. Agree the reporting formats very early. Make sure all members of the board know and understand what the critical measures are. The Board needs to look carefully at cash (and not just at the profit and loss accounts), to focus on debtors and to make sure big public sector debtors are pushed to pay up.

You should have a programme of visits and meetings happening with partners and potential users and tenants. Your profile should be rising all the time in the early months. Board members should be using all their external contacts and supporting the staff team in this promotional effort.

### Section Progress

Looking ahead at the various stages of transfer, are the governance arrangements of the community sports organisation fit for purpose?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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**Is there some form of 'expectations document' setting out the responsibilities of both parties, support offered and dispute resolution options?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Are there enough volunteers on board to help the community sports organisation become a strong and well governed body?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Business Plan Template

### Business Plan Template

Capital and Revenue Costs and Income

Cash Flow

Whole Life Costing

A business plan is used to serve a number of purposes:

To secure support for the project or organisation that the plan relates to;

To enable regular checking of progress and re-planning as necessary;

To communicate to stakeholders.

## Business Plan Template

The following template outlines what should be covered and the supporting information that will be required. It may be that not all of this information will be included in the business plan but will be appended.

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Business Plan Template	
Section	Supporting Information
Summary	
Who you are / what you do, (highlight a couple of significant achievements). What you want to do, (your idea in one sentence). How you intend to go about it / do it. How much money you are looking for.	Other items that you might include: A summary of past financial information from your organisation. Annual report, testimonials, references, letters of support from community / stakeholders. CV's of key people in the organisation and their relevant skills and experience.
Your organisation	
Track record, partnerships, quality standards achieved / pending.	
Project objectives	
Set out the project objectives and summarise why the project is needed, the services it will provide and the benefits it will bring. Check your objectives are SMART. Try writing an engaging, (but realistic), 'vision statement'. Avoid jargon. Set out the plans to manage and maintain the project after it is complete. The staff or contractors involved, who will manage them and what they will do.	



Business Plan Template	
Section	Supporting Information
Market Information	
<p>Confirm the need and demand for the project and the services and benefits it will provide.</p> <p>Set out how the project will meet this demand and how the activities involved will be managed.</p> <p>Who are the others providing services in the target market and how will the project still meet latent demand?</p>	<p>Supported by evidence and professional advice. Consider using evidence from the diagnostic element of the Active People Survey to demonstrate how you have assessed levels and patterns of sport and active recreation in the area, see: <a href="http://www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx">http://www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx</a></p> <p>Include how costs have been estimated and prices set. Understand your cost of sales and overheads, (pricing is almost always dictated by the local market).</p>
Promotion	
<p>Set out plans for promoting and marketing the services to the target market, (refer to the marketing and promotion plans available from most National Governing Bodies).</p>	<p>The methods that will be used and why they are suited to the target market.</p> <p>Use the Sport England market segmentation tool here to evidence the characteristics of the catchment area and / or demand for your particular sport in the local or wider catchment area.</p> <p>The tool also contains a wealth of advice on the most effective forms of marketing to reach particular groups of people, see: <a href="http://segments.sportengland.org/">http://segments.sportengland.org/</a></p>
Resources	
<p>People.</p> <p>Capital costs and income, (for each year of the project plan).</p> <p>Revenue costs and income, (for each year of the project plan).</p> <p>Cash Flow, (for the first year).</p>	<p>Capital - supported by professional estimates, trade / supplier quotations and detailed plans where possible.</p> <p>Revenue – supported by market research. Explain any assumptions and how prices have been set.</p> <p>Conduct a breakeven analysis, (an examination of costs and income from the point of view of what needs to be achieved to ensure revenue costs are equal to revenue income) and sensitivity analysis, (allows different elements of the costs and income to be manipulated to see what the impact might be).</p>
Risk Assessment	
<p>Outline the result of a project risk assessment and address relevant 'what if scenarios', eg:</p> <p>Failure to gain planning permission;</p> <p>Failure to gain total external funding;</p> <p>Delay in construction period;</p> <p>Competition creates a downturn in facility use;</p> <p>Costs increase and admission fees drop?</p> <p>Failure to let the parts of the building you need to let?</p> <p>Membership fees cannot be obtained?</p>	<p>Analysis of Political, Economic, Social, Technical, Legal, Environmental (PESTLE), or Strengths, Weaknesses, Opportunities, Threats (SWOT).</p> <p>The Quirk Review provided a list of possible risks factors in asset transfer and how to manage them, see: Making Assets Work, The Quirk Review of community management and ownership of public assets <a href="http://www.communities.gov.uk/publications/communities/makingassetswork">http://www.communities.gov.uk/publications/communities/makingassetswork</a></p> <p>For local authorities, Communities and Local Government produced a guide on managing risks in asset transfer, based on practical advice from the experiences of both local government and community groups, see: Managing Risks in Asset Transfer: A Guide: <a href="http://www.communities.gov.uk/publications/communities/managingrisks">http://www.communities.gov.uk/publications/communities/managingrisks</a></p>

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Sports specific marketing and promotion plans as well as sports development plans can be downloaded from most National Governing Body's websites.

### Considerations for community sports organisations



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## Securing Finance

Successful fundraising happens through good planning and investing time and energy in the process. Generally speaking, prospective funders will look more favorably on community based organisations which can demonstrate their credibility in the following ways:

- A proven track record in the field;
- An appropriate structure;
- A thorough feasibility study;
- A business plan;
- Support of partner organisations, (which themselves have credibility);
- Community support.

The finance that can be accessed depends on the legal structure of the community based organisation looking for funds, what type of project is being financed and when and how much funding is required.

The tables below sets out the key legal constraints and the types of funding that can be used.

Legal Structure	Can register as a charity	Can access debt/borrowing	Can access equity or issue shares
Company Limited by guarantee			
Company Limited by shares (private)	Unlikely		
IPS (Cooperative and Community Benefit Society)			
IPS (Bona Fide)	Unlikely		
Community Interest Company			

Source: Adapted from Social Enterprise London "Step by Step Finance for Social Enterprise"

Types of finance available:

### Grants

These are non returnable funds provided for projects.

This type of funding may be limited for organisations which are not registered charities or do not have charitable objectives.

The local authority might be a source for grants, but they may have very specific requirements in terms of activity targets, evaluation, etc. Local authorities can be important sources of professional or technical expertise to support funding applications.

Sport England has established a new Lottery funded programme called 'PlacesPeoplePlay' as part of creating a mass participation legacy from the 2012 Olympic and Paralympic Games. There are two strands within this programme that are relevant to asset transfer – Inspired Facilities and Playing Fields. There is the potential for community sports clubs to bid for grants from 25k - 150k. For more details, see: [http://www.sportengland.org.uk/media\\_centre/press\\_releases/places\\_people\\_play/places.aspx](http://www.sportengland.org.uk/media_centre/press_releases/places_people_play/places.aspx)

National Governing Bodies – Not every sport has a national governing body, but, where they exist, they may provide specific funding or support. For a list of NGBs and contact details, see: [http://www.sportengland.org/about\\_us/how\\_we\\_recognise\\_sports/recognised\\_sports\\_and\\_ngbs.aspx](http://www.sportengland.org/about_us/how_we_recognise_sports/recognised_sports_and_ngbs.aspx)

A good free to use grant research tool is 'Funding Central', see: <http://www.fundingcentral.org.uk/Default.aspx>

UnLtd can offer small grants to social entrepreneurs, see: <http://www.unltd.org.uk/>

Larger Trusts like Esmeé Fairbairn <http://www.esmeefairbairn.org.uk/> and Lankelly Chase <http://www.lankellychase.org.uk/> and the Tudor Trust <http://www.tudortrust.org.uk/> can be useful grant sources.

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Heritage buildings can attract specific support through the Heritage Lottery Fund, see: <http://www.hlf.org.uk/Pages/Home.aspx>.

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Grants available from central and local government and other government bodies are sometimes affected by State Aid rules. Where the grant is considered to give the organisation that is receiving it an unfair competitive edge on other business organisations, it is called State Aid and is illegal.

Grants from Government funding programmes may also come with conditions related to the development of the project, (eg: tendering options). Grant conditions may also affect the use of any revenue generated by the project in the future and may require repayment or "clawback" of the grant.

## Equity

Equity finance is capital invested in a business for the medium to long term in return for a share of the ownership and sometimes an element of involvement in the operation of the business / organisation. Rates of return on investment that may be required by investors will vary.

Equity can be raised from a share issue, venture capitalist or a 'Business Angel', (who will provide some support to the organisations development as part of the arrangement).

This type of finance is not available to some kinds of organisations and is often unsuitable when the project aims to provide ownership and control of the assets and income from them to a community based organisation.

There is particular and growing interest in Community Shares as a model of raising equity finance. See the DTA publication 'Community Shares and Bonds: the sharpest tools in the box' <http://www.dta.org.uk/resources/publications/communityshares.htm> and [www.communityshares.org.uk](http://www.communityshares.org.uk)

## Loans

These are funds made available over a set period. The main loan has to be repaid as well as the costs of the loan, (interest), with an agreed repayment schedule. They come in a large range of shapes and sizes and have varied rates of interest. There are fees to pay when they are arranged.

Some loan funds require security to cover the loan and lenders may wish to 'take a charge' on the property involved. This is registered at the Land Registry and although it does not convey ownership or possession rights, it provides that if the property is sold, the value of the charge will go to the lending organisation.

Sources of loan finance include the major commercial banks, many of whom have specialist teams dedicated to the community and voluntary sector, eg: RBS Nat West <http://www.rbs.co.uk/corporate/sector-expertise/g1/notprofit.ashx>

Specialist lenders for community asset development include:

Unity Trust Bank (UK wide) <http://www.unity.co.uk/>

Charity Bank (UK wide) <http://www.charitybank.org/Home.aspx>

Triodos Bank (UK wide) <http://www.triodos.co.uk/>

Cooperative and Community Finance (UK wide) <http://www.icof.co.uk/>

Big Issue Invest [www.biginvest.co.uk](http://www.biginvest.co.uk)

Venturesome (UK wide) <http://www.cafonline.org/default.aspx?page=6903>

Many English regions have specialist lenders supporting asset development, eg: Key Fund Yorkshire <http://www.keyfundyorks.org.uk/>, Wessex Reinvestment Trust <http://www.rise-sw.co.uk/modules.php?op=modload&name=Sections&file=index&req=viewarticle&artid=11> Foundation East <http://www.foundationeast.org/> and London Rebuilding Society <http://www.londonrebuilding.com/>

The Carbon Trust offer 0 percent loans to purchase energy efficient equipment. Repayments are calculated to be offset by monthly savings. For more information see, [www.carbontrust.co.uk](http://www.carbontrust.co.uk)

## Patient Capital

These are loan and grant combinations which take a long term view of the development of community based organisations and their activities. Some are available for community based organisations who want to acquire and develop land and building assets; others are focussed on organisations that want to deliver public service contracts in the areas of health and social care, crime reduction, education and support for children and young people.



## Section Progress

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**Is there a fundraising strategy in place that is prioritised at those prospects most relevant to the community sports organisation, the project and the sums required?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Are all stakeholders satisfied that any capital costs required can be secured?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Have pre-application discussions taken place with potential funders?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Has the time required to raise the necessary funds been factored into the development process?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Campaigning and lobbying

Campaigning and lobbying is about winning the support of key decision-makers who will ultimately decide whether a particular asset transfer proposal should proceed.

The foundation of any campaigning and lobbying activity is both a convincing business case and widespread community support. Aim to show that with public investment your organisation will be producing surpluses, and social benefit. Without this basis campaigning and lobbying is unlikely to succeed.

In putting together a campaigning and lobbying strategy, prioritise agreeing the core messages that you want to convey. Clarity is essential to make sure that everyone sings from the same hymn sheet. Mixed messages will confuse decision-makers and undermine confidence in your organisation.

Prioritise your messages. Be ruthless - you should be able to get them down on one side of A4. Think about the people you are trying to convince to support the transfer. Which messages will be most persuasive to these people? Campaigning and lobbying should have a strategic focus. This means identifying who needs to be persuaded to support the transfer and how this should be done. In most situations this means engaging political representatives at all levels and council officers.

These key decision-makers will be looking for three essential features in each development:

1. Level of support across the community;
2. Economic and financial viability of the project;
3. Potential social benefits for the area.

Local authorities will undertake some form of cost-benefit analysis of the transfer proposition in reaching a decision. If the asset is transferred at less-than-market value, then the public benefit must outweigh the lost capital revenue, (which could potentially be re-invested in other council services). This is a political as well as an economic decision given the non-financial nature of some benefits. In many cases the ultimate decision on whether to proceed will be taken by a council cabinet or policy committee. This means understanding the political views of the lead councillors is important. What are the arguments that resonate with them? Did their last election manifesto contain any details which can support your arguments?

Be aware that political representatives and council officers are likely to have different interests and views on a given project. Councillors are generally likely to back a project that has high levels of public support, but council officers will raise concerns if they feel the asset is being undervalued. Council officers are influential as they often write the papers for the cabinet or policy committee and it is worth spending time and effort to make sure they are supportive.

Get a handle on the political dynamics. This will be different in each case. Things to look for are party political and geographic divides. Do not allow the project to become a political football but do not be naïve about the political implications. Try to identify champions among both officers and elected officials. This will give you an inside track on the political situation and the best ways to influence it.

Campaigning and lobbying represent two sides of the same coin. Campaigning is the 'outside' game, putting public pressure on decision-makers. Lobbying is the 'inside' game, negotiating and persuading through private meetings. You need to make sure that the inside and outside games work to form a coherent strategy.

A typical outside campaigning activity is to get supporters of the transfer to email / write to a key decision-maker encouraging them to back the scheme. This should be timed and phrased to aid the inside lobbying game, such as before a key meeting. Campaigning and lobbying work best when they are coordinated.

In the initial stages focus on fact-finding while building up your grassroots network. Successful lobbying is about building up relationships. Be persistent and assertive but avoid aggression or arrogance. Make sure your passion is channelled positively. Make sure you have a network of supporters in place able to implement your strategy. This will enable quicker and more unified action when needed. An obvious way to do this is through a petition or community share issue. This demonstrates a level of seriousness to decision-makers and encourages a sense of ownership among supporters of the project.

If you want to put pressure on the local authority think creatively about how to attract media interest in the issue. Traditional methods like petitions, letter writing and

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demonstrating are good places to start. Recruiting journalists, prominent business people and celebrities to your cause could also help.

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Avoid self-indulgence. Campaigning is not about venting anger or feeling self-satisfied. The aim is to persuade others to support the project. Focus on what they are interested in not what you are interested in. Be aware of their agenda and see where that collides with yours. Home in on areas of common interest.

It may be necessary to compromise on certain parts of the project. Protect the essential elements of your vision but do not be dogmatic.

## Section Progress

Does the campaigning and lobbying strategy give appropriate emphasis to the essential 'outside' and 'inside' factors involved?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Taking a stake in an asset

### Ownership / Management Agreement

Lease Length and Cost  
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This activity only takes place when the credibility of the project and the community sports organisation leading it has been secured.

### Ownership / Management Agreement

Ownership / Management must be considered from the outset of the project. How a community based organisation is set up and what legal 'vehicle' it operates through will determine its powers of ownership and management in relation to its assets.

In particular:

Charitable organisations and Community Interest Companies are regulated by law with regard to the way in which they hold their assets;

The 'asset lock' is a provision which ensures that a Community Interest Company / Cooperative and Community Benefit Society holds its assets for the benefit of the community;

The way in which the organisation can use the asset may be determined by the powers in its governing document, which may require the asset to be used in a certain way to further its community benefit aims, eg: the organisation's governing document needs to include clear powers for the organisation to use its funds to acquire assets including entering into leases / licenses for any premises which are required to enable it to fulfil its community benefit aims. A charitable organisation or a Community Interest Company will also be required to use its assets to directly further its charitable or community benefit aims. If these powers are not there at the outset, an organisation may lose time in that it will need to amend its governing document before it can proceed with the transaction;

Charitable organisations and Community Interest Companies are regulated by law with regard to the disposal of their assets;

Community Interest Companies can only dispose of their assets to third parties that are not other Community Interest Companies or charities at full market value so that they retain the value of the asset for the benefit of the community. Charitable organisations must also take care that they abide by charity law procedures before disposing of any land or an interest in land which belongs to the charity. The purpose of these procedures is to ensure that the charity receives 'best value' in return. Charitable organisations must also ensure that they check their governing documents first to ensure that they have the relevant powers to dispose of an asset and that the asset is not held subject to any special trusts that preclude its disposal. Legal advice should be obtained if necessary to guide the charity.

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Preparation

Design

Pre-Construction

Construction and Management

These activities involve making things happen on the ground, in the terms of a new build or significant refurbishment.

The Development Process here means the process of the physical transformation of a building or land. The five stages that most development projects go through are outlined below; though it is difficult to estimate the time that it will take since it is dependent on so many factors - not just the physical size and complexity of the build but also the people and institutions involved. Depending on the scale and kind of development involved, a construction process can take several years to develop in detail and even longer to implement on site. However, a small scale refurbishment of a pre-existing sports facility will be much shorter.

Being the client of a building project can be hugely exciting and creative. It can also be a shock when you see or have to run the finished facility and you are kicking yourself that you "did not think about that". The main stages of the design and construction process below are cross-referenced against the stages of work proposed by the Royal Institute of British Architects (RIBA).

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## Involving an architect

### Involving an architect

Involving a surveyor  
Involving a CDM Co-ordinator

Using an architect is advisable in any project involving new building work. A good architect will see the constraints that a project can bring, and their subsequent resolution, not as problems but as a creative opportunity to create an inspiring and useful building.

Do not be afraid to 'shop around' until you find the right individual or company which has the specific experience of working on sports facilities and / or not-for-private-profit organisations. An appointed architect should be a member of the Royal Institute of British Architects (RIBA) <http://www.architecture.com/>

While most architects will charge an hourly or daily rate, for budgeting purposes it can be better to get a fixed quote for the whole job. This will mean putting together a brief against which a selection of architects should be invited to respond to. A competitive tender may be insisted upon by some external funders, but it is still good practice to invite 3-5 professional advisors to respond to a brief in any case.

A brief should cover:

The nature of the project;

What the project aims to achieve;

A detailed breakdown of all the schedule of accommodation needs in the building;

Drawings of the site;

The title deeds, (where available).

Appointment based on lowest price is very tempting. But, also consider how accessible they are geographically, their willingness to go the extra mile and demonstrate an active interest in the type of project proposed.

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## Financial Management

These activities embrace the real business of running a community enterprise based around an asset and the need to constantly address its place in the market.

Any sports facility is likely to have a complex range of 'payments in' and 'payments out' to keep track of. Many bills will be quarterly or monthly and some larger income and expenditure will be annual. Good financial controls will be needed to ensure adequate cash flow is available to cover bills, to ensure that money is transferred securely with appropriate records kept and that there is sufficient money available to cover incidental or unexpected costs.

It is critical when setting up a financial management system that you involve an accountant in the process. This is necessary to ensure you are equipped with the expert advice needed to make informed decisions. A system should be implemented, as early as is practical, that meets all the needs of the organisation in terms of reporting and planning.

It is vital to have a computerised system in place to help understand and grow the organisation. For a small and medium sized sports facility there are financial management systems available to purchase out of a box at a relatively low cost. Examples include Sage Line 50, Quickbooks and Iris. For larger businesses a be-spoke system may be required. It is advisable to not run budgets using excel spreadsheets. They are not complex enough to translate a change in the profit and loss figures through to the balance sheet and cash flow. It can also be very time consuming to compare actuals and variances. In contrast with Sage it is possible to just click a button and produce the report.

The construction stage of any development process presents the biggest financial risk to a project. Make sure you keep track of any changes to the design and their cost implications. Once construction has been completed you should reconcile invoices with the original contract. Contractors may attempt to add provisions to the contract; you need to check that these are valid to ensure overpayments are not made. You must set aside money at the end of the construction phase for subsequent payments to contractors over the next twelve months. This retention money is paid once the building has been in operation for a set period and any defects have been resolved. Do not allow this to be swallowed up by general expenditure.

Construction projects require detailed understanding of VAT liabilities. This is a complex area of taxation law and it is advisable to seek professional advice. This will incur a cost but it negates the risk of being hit by a large and unexpected tax bill.

Budgeting is essential to control the finances of the organisation - it is key to business growth and success. Variance reports need to be reviewed in detail and if there are large variances you should question why these have occurred. Was it a one-off or should the budgets be re-looked at and updated?

Budgeting and forecasting are particularly important during any construction phase. When circumstances change run forecasts based on different scenarios. This will allow you to identify risks and make the management team aware of any cost escalation. The earlier this happens the easier any adjustments will be.

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Has the community sports organisation got a financial management system in place to support its current and future business needs?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



Are good financial management practices and procedures agreed, or in place?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

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## Health and Safety

Health and Safety is a complex area involving legal responsibilities. Make sure that you research all areas fully.

You are responsible for Health and Safety in any development process from the moment you gain possession of the building. Before this point the construction company has responsibility. Prepare and complete your research before this point so that you are ready straight away.

At the design stage your architects and design team should advise on current Health and Safety regulations that must be considered. The most important consideration is ensuring sufficient fire exits. The local fire authority can provide guidance and will issue a fire safety certificate once they are satisfied with the arrangements that are in place. You must ensure that the building has a working fire alarm and an adequate number of fire extinguishers. A company should be contracted to maintain both the alarm and extinguishers on a quarterly basis. You must designate an assembly point away from the building.

Everyone who uses the building regularly should be aware of fire procedures. Drills should be conducted to make sure that evacuation happens quickly and smoothly. This is particularly important when the building first opens and whenever there is a significant increase in users. Drills should be evaluated for errors and delays, with changes made to procedures as appropriate. You should keep a record of the people in the building at any one time. In the event of fire this will give the fire fighters information on who is still in the building. If you have tenants consult with them on fire procedure and encourage them to designate a fire marshal for their office.

All buildings should have first-aiders on site at all times. Ideally, all staff should be trained. This avoids complications when organising shift patterns and planning annual leave. An accident book for the building should record all incidents. This will help identify any recurring issues and help you resolve them.

Organisations also have a duty of care towards their volunteers. Reasonable steps should be taken to assess the risks and ensure volunteers are provided with the same standard of training, equipment and accommodation as employees. For further details, see:  
[http://www.runningsports.org/club\\_support/all\\_resources/top\\_tips/HealthandSafetyforVolunteers](http://www.runningsports.org/club_support/all_resources/top_tips/HealthandSafetyforVolunteers)

## Considerations for community sports organisations

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Has the community sports organisation prioritised Health and Safety and designated someone as responsible to oversee its implementation?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



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## Security

Few sports facilities are in constant use. Most will have periods of time when there is no-one around. In most locations, this unfortunately means security is a key issue to be addressed as is the availability of key-holders to open up the facility when needed.

During any construction phase, security should be the responsibility of the contractors on site. It is their job to ensure the building is secured and locked. In the later stages of construction there is a greater risk of damage to the property. It is advisable to have patrols during the evenings and at the weekends, (this will vary depending on the levels of crime in the surrounding area).

Effective security management means putting in place the right fittings, personnel and procedures in place.

### Fittings:

The building should be fitted with CCTV that is operational from a central site office. Any monitoring would take place from this location. Cameras should cover as much of the building as possible but must include the entrances of the car park and all access points to the building;

The system used should hold a hard drive of a minimum of three months and be easily recordable onto CD / DVD. This will mean the police can be provided copies of specific times if required;

Grills / roller shutters should be fitted on the fire exits;

An access control system should be put in place to monitor who is entering and leaving the building. There are several options for this, ranging from a simple sign-in system to an all-in-one package that only gives access to authorised individuals.

The particulars of each system will vary dependent on your security needs. In deciding which system to adopt several factors should be considered, including:

Is the building open to the public or limited to private tenants?

Is the building open twenty-four hours-a-day?

What level of access to the building is required out-of-hours?

Is there a need to keep data on usage of the building? If so, how will the data collected be used?

What is the crime level in the surrounding area?

What are the insurance implications?

### Personnel:

The first year of the building being open is the period when it is most vulnerable to crime and needs greatest protection;

A buildings / facilities manager should be appointed to reduce the number of hours a security firm is used. There is a need to have someone on site who is able to respond to emergencies at all times;

Any security firm and guards contracted should all be Security Industry Authority (SIA) licensed. This is a legal requirement. It is possible to employ security guards directly but this is not advisable. A reputable company ensures cover for illness and holidays and is better able to judge the standard of individual guards.

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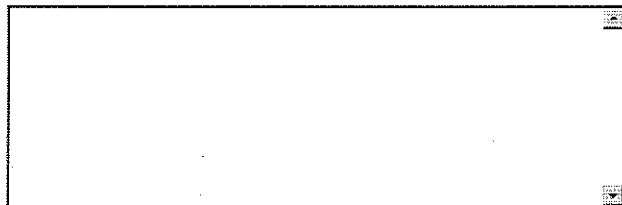
Has the community sports organisation considered all of the potential security risks associated with managing the sports facility?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required



**Is the sports facility easy to secure?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

**Is it possible to limit access to parts of the building / site if necessary, or to close off when not in use?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

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## Maintenance Programme

The maintenance of land and buildings is often a neglected activity. As inanimate objects, they tend to not be the focus of attention until things go wrong. Although land and buildings can take a while to deteriorate, they can quickly become unfit for use. Dirty, outdated and neglected spaces and facilities can soon become unfit for use. They cease to be assets.

Although transferred assets are less likely to be allowed to run into disrepair when club identities are associated with them, some community based organisations tend to take a simplistic approach to managing these responsibilities, instead of a more strategic view of the whole life cycle of an asset and its use over time, eg:

Flat roofs fail often and tend to be a drain on the maintenance budget;

Boilers are not replaced as per their recommended life and are run to fail, thus increasing ongoing maintenance spend;

Bulbs are replaced on an ad-hoc basis resulting in frequent high call out charges.

Of course, some kinds of sports assets will be more expensive to manage and maintain than others, with the technical requirements of say a swimming pool being very different to a sports hall. However, a regular maintenance programme should be established to maintain the highest standards, eg: maintaining grass pitches can include:

Decompaction and aeration;

Soil top dressing;

Marking;

Regular mowing;

Sand top dressing;

Fertilizer;

Weed and worm control.

## Facilities Management

The activities associated with maintaining an asset and managing its use can be referred to as Facilities Management (FM). The table below refers to key FM activities and the associated potential tasks, which may be undertaken by dedicated property management staff or absorbed by volunteers, depending on the project.

Activity	Potential Tasks
Strategic facilities management	<p>Property policies for users – who may rent or use an asset and on what terms?</p> <p>Not only will paid staff and volunteers need protection with a range of policies and procedures but users and visitors to the facility will also need similar protection, eg: what is the procedure if a child in the under-12 football team is suspected of bullying others?</p> <p>Capital strategy - how the asset is invested in and the programme of investment. Items such as showers, the boiler, security cameras, windows, etc will not last forever and will need to be replaced periodically. Additionally, sports equipment will get lost, worn, broken or even stolen and will need to be replaced immediately;</p> <p>Insurance and statutory compliances.</p>
Site maintenance and management	<p>Fire Health and Safety;</p> <p>Grounds maintenance. Keeping pitches maintained and looking after the landscaping is a task that can take many hours each week;</p> <p>Security;</p> <p>Health and Safety compliance, including policies and codes of practice for coaches, players, carers and volunteers;</p> <p>Parking.</p>
Building maintenance	<p>Repairs;</p> <p>Cyclical / preventative planned maintenance, eg: heating and boiler, internal / external decoration, electrics, gas equipment and boiler, carpets and flooring, fixtures and fittings;</p> <p>Contingency fund.</p>
User / customer service	<p>Reception;</p>

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Activity	Potential Tasks
	User liaison.
Contractor / Staff / Volunteer Management	Negotiating contracts; Cleaning, eg: development of specifications and contractor / employee supervision. Cleaning is not just important for the look of the place, it is important for Health and Safety reasons. A wet and muddy floor can lead to accidents, kitchen waste can attract vermin. Cleaning will need to take place inside and outside, and areas such as changing rooms, toilets and showers will probably need cleaning more often than others; Catering; Grounds maintenance, eg: development of specifications and contractor / employee supervision; Security; Repairs.

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### Legal responsibilities

Some of the FM tasks are legal requirements, which all organisations will need to address, eg:

Playing music, serving food and alcohol and performances all have specific licensing requirements;

Providing activities and space for children and vulnerable adults involves addressing specific requirements, eg: The Children's Act 1989;

The Equality Act 2010 requires that employers and service providers do not discriminate against people with disabilities and requires them to make 'reasonable adjustments' where necessary;

Insurance is not just required for the physical fabric of the asset and its contents, but also for employees, volunteers and the public;

Adherence to the Health and Safety at Work Act and the Management of Health and Safety at Work regulations that are in force at the time are required. Technical notes on a range of sport specific safety issues can be obtained by members of the Institute of Sport and Recreation Management, see:

[http://www.isrm.co.uk/information/info\\_notes\\_category.php?id=3](http://www.isrm.co.uk/information/info_notes_category.php?id=3)

Other relevant organisations that provide advice on managing and maintaining community assets include: Community Matters: [www.communitymatters.org.uk](http://www.communitymatters.org.uk) and the Ethical Property Foundation: [www.ethicalproperty.org.uk](http://www.ethicalproperty.org.uk)

### Section Progress

**Have all the costs associated with managing the sports facility, (and therefore its value), been estimated based on whole life costing?**

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

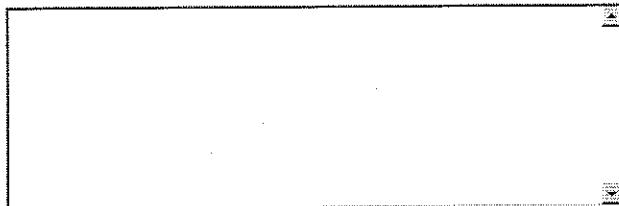
**Have all of the tasks associated with maintaining and managing the sports facility been allocated to staff, (or contractors), with relevant skills and experience?**

- ☐ Considered and action not completed
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If the community sports organisation is not employing property management personnel, has it considered how its volunteers will cover all of the necessary responsibilities of facilities management?

- ☐ Considered and action not completed
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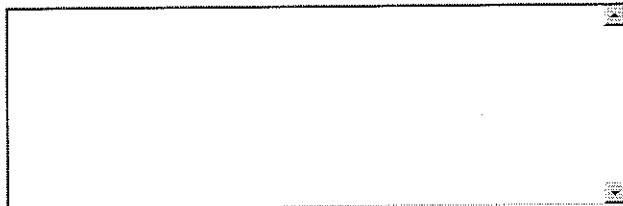
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## Staff

Community sports organisations often need to recruit their own staff and volunteers. In addition to a general manager, (and a designated duty manager in their absence), there are areas such as back office and front desk operating team members, facility and maintenance staff and a potentially wide array of sports specialists, such as life guards, coaches and community outreach staff.

Staff costs are likely to be the biggest element of the overall cost of running a community sport facility, and can amount to between 50% - 60% of the annual overheads. Most community sports organisations find that there are savings to be made by utilising volunteers to carry out the tasks of the back office and front desk.

In order to ensure people skills are up to date and fit for purpose, consider a staff development programme. The Chartered Institute of Personnel and Development is a mine of useful information ranging from such subjects as codes of practice when dealing with people to employment law, see: <http://www.cipd.co.uk/default.cipd>. The Institute of Sport and Recreation Management offer a range of education and development opportunities for all of those involved in the sport and recreation industry, see: <http://www.isrm.co.uk/education/index.php>. In a community run sports facility, paid staff resources are likely to be limited, especially in the early phases of development, so as many volunteers as possible should be qualified in coaching.

Investment in the people resource of the organisation also has a positive bottom line effect on the financials, as teaching and coaching lessons often generate good income if designed and managed well.

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Has the community sports organisation considered all of the options to maximise volunteer input, to complement any paid staff resource?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

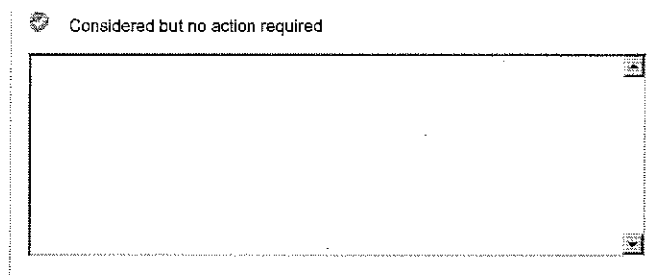
Are steps being taken to build capacity within the community sports organisation, eg: by investing in training, leveraging the skills of an external mentor or setting up a small 'task and finish' groups to take on specific responsibilities like fund-raising?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required

Has the local authority investigated the implications of TUPE?

- ☐ Considered and action not completed
- ☐ Considered and action completed





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## Measuring impacts and social returns

Sport, perhaps now more than ever before, must demonstrate its contribution to local outcomes. This means clearly linking sport activities to a range of social, economic, environmental and health outcomes, measuring what matters, providing the evidence and using this to make the case for investment.

Measuring impact is very useful because it:

Gives robust evidence to financial backers and supporters that the project is meeting its aims and objectives;

Allows any board member or management committee to monitor and performance manage the project;

Can provide learning points and evidence for similar projects elsewhere in the country to strengthen their business cases.

The New Economics Foundation has identified at least 20 potential methods that can help community based organisations measure their impact and prove the value of their activities, see: <http://www.proveandimprove.org/new/tools/index.php>.

Some of the most commonly used methods that are concerned with impact measurements are:

Change Check, see: <http://www.bassac.org.uk/dms/documents/4/changecheck-handbook>;

Tell Your Story -- Community Impact Mapping, see: <http://www.dta.org.uk/resources/publications/tellyourstory>;

Social Accounting and Audit, see: <http://www.socialauditnetwork.org.uk/>;

Social Return on Investment, see: <http://www.thesroinetwork.org/>.

The first two approaches are less resource intensive than the last two. They are also less complex and require fewer skills and limited external verification. This is in contrast to the last two approaches which are very resource intensive and require special skills and / or external verification. Proponents of all the approaches do not consider them to be useful as comparative tools between organisations.

## Culture and Sport Outcomes Framework

An alternative approach is to use a framework that has been specially designed for the culture and sport sector, such as the Culture and Sport Outcomes Framework, see: <http://www.idea.gov.uk/idk/core/page.do?pagelid=21649171>

The Culture and Sport Outcomes Framework has been produced to help anyone working in the culture and sport sector who needs to demonstrate the contribution of culture and sport to local outcomes. This includes local authorities and other individuals and organisations in the public, private and community and voluntary sectors.

## Considerations for community sports organisations

### Section Progress

Is there a method in place for measuring impacts and social returns that is appropriate, and proportionate, for the needs of all stakeholders?

- ☐ Considered and action not completed
- ☐ Considered and action completed
- ☐ Considered but no action required







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## Glossary

### Asset

An asset is an item of property in ownership, guardianship or lease. In terms of community asset transfer, it relates to land and buildings.

### Asset Lock

An asset lock is a restriction arising from an organisation's legal status that means that any surpluses are reinvested in the project or the building, and used to support the organisation's stated purpose. This provision ensures the asset always remains in community benefit.

### Business Case

A business case sets out the justification for a project, together with financial and non-financial assessment of various options, and makes recommendations.

### Business Plan

A business plan is a written document that describes a business, its objectives, its strategies, the market it is in and its financial forecasts.

### Charitable Incorporated Organisation

The Charitable Incorporated Organisation (CIO) is a new corporate structure designed specifically for charities. The CIO is expected to be an option available for charities in late spring 2011. For latest details, see: [http://www.charity-commission.gov.uk/Start\\_up\\_a\\_charity/Do\\_i\\_need\\_to\\_register/Charitable\\_Incorporated\\_Organisations\\_index.aspx#1](http://www.charity-commission.gov.uk/Start_up_a_charity/Do_i_need_to_register/Charitable_Incorporated_Organisations_index.aspx#1)

### Civil Society

The current government refers to voluntary collective activity as forming the Civil Society. Although 'Civil Society organisations' is an increasingly popular term, the pre-existing label - 'Third Sector' - is still in use, so look out for both.

### Community anchors

The term 'community anchor' refers to a certain kind of independent community-run and led organisation, rooted in a sense of place, (whether an inner city neighbourhood or a rural district), and with a mission to improve things for the whole community, not simply a part of it.

### Community enterprises

Community enterprises trade on a 'not-for-private-profit' basis, ie: re-investing money back into their community and contributing to social, economic and environmental outcomes.

### Community Interest Company (CIC)

CICs are limited companies created for the use of people who want to conduct a business or other activity for community benefit. This is achieved by a 'community interest test' and 'asset lock'. Registration of a company as a CIC has to be approved by the CIC Regulator.

### Feasibility study

An investigation into the potential benefits and risks associated with undertaking a specific activity or project. It is often used to refer to studies to develop proposals for a particular building or site. As such, a feasibility study usually brings together a demand assessment, with related costs and likely sources of income, and may include alternative development options.

### Maintenance

Routine work, both reactive and cyclical, necessary to keep the fabric of an asset in appropriate condition.

### Options Appraisal

An options appraisal is a tool which defines the objectives of the project then examines the ways in which those objectives can be achieved. This then informs how the project will proceed.

### Repair

Work beyond the scope of maintenance, to remedy defects, including minor adaptation to achieve a sustainable outcome, not involving restoration or alteration.

### Section 106 agreement

Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. These agreements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms. They are increasingly used to support the

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### Overall Progress



provision of services and infrastructure, such as highways, recreational facilities, education, health and affordable housing.

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## **Social Enterprise**

A business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

## **TUPE**

TUPE Transfer of Undertakings (Protection of Employment) Regulations 2006, (TUPE), is designed to protect the employment rights of employees where an organisation, (or part), or contract to provide services, (or part), is transferred. For more information on TUPE and asset transfer see <http://www.atu.org.uk/Document.ashx?ID=278>

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**SPORTS AND LEISURE  
CENTRE REVIEW  
PANEL**

**23<sup>RD</sup> MARCH 2011**



WYRE FOREST DISTRICT COUNCIL

SPORTS AND LEISURE CENTRE REVIEW PANEL

THE LOOM ROOM, DUKE HOUSE, CLENSMORE STREET, KIDDERMINSTER

WEDNESDAY, 23RD MARCH 2011 (3 PM)

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**Present:**

Councillors: J Baker, J Greener, J Holden, M B Kelly, F M Oborski, J A Shaw, D R Sheppard and N J Thomas.

**Observers:**

Councillor M A Salter.

**SLRP.7 Apologies for Absence**

Apologies for absence were received from Councillor H E Dyke.

**SLRP.8 Declaration of Interests**

No declarations of interest were made.

**SLRP.9 Minutes**

**Decision:** The minutes of the meeting held on 16th March 2011 be confirmed as a correct record and signed by the Chairman.

**SLRP.10 Stourport Forward Facility Project**

A discussion was held on options regarding the Stourport Sports Centre with Liz Sheerin – Manager, Stourport Forward.

Liz Sheerin informed Members that the Facilities Project Group had been started following the Stourport-on-Severn Project board agreeing to set up a group to look at possibilities for the future facilities of Stourport. The group consisted of district and town councillors with input from Worcestershire County Council and the Development Trust Association (DTA). Liz Sheerin explained to the group that she was the Manager of Stourport Forward and she was assisting the project group.

She highlighted the following:

- The Group had been made aware that monies were available via grant funding to assist with the project.
- A total funding of £60,000 had been received - CommunityBuilders £25,000, The Asset Transfer Unit £25,000 and £10,000 from the District Council. People with specialist knowledge of asset transfer and the leisure services industry had been employed to gain a wider perspective as part of the project.



#### **Agenda Item No. 4**

- A tight timescale was being worked to as £25,000 had to be spent by the end of March 2011 which was a condition of the grants being awarded. The other £25,000 would have to be spent by the end of June 2011.
- A mapping exercise had been carried out looking at private and public assets. Options were to be identified for support in the community, i.e. willing volunteers.
- Two natural focuses had emerged from the mapping exercise, Civic Centre/Civic Hall/Arts and Sports/Leisure and two focus groups had been set up. Information on current users for all sites had been obtained. With agreement from the Council, a letter had been printed to hand out at the leisure centres to publicise an additional meeting of the Sports/Leisure Focus Group which would be held on Tuesday 29<sup>th</sup> March 2011 at 6.30pm at Stourport Sports Club.
- A third focus group had been set up and this was for general purposes. The project was unique as it involved working with different partners but it would also try to get the community involved. There was no commitment to delivering anything.

Members were informed that there was no intention that Stourport Town Council would play a greater role in the provision of services and current budgetary constraints would not make it feasible. A business plan would need to be compiled and it was believed that this would be dependent on the amount of volunteers that came forward. It was perceived that without volunteers the project may possibly not work.

The Director of Community and Partnership Services arrived at this point, (3.26pm).

The Cultural Services Manager advised Members that a meeting had been held with Sport England and a toolkit on Community Asset Transfer would be available shortly and this would be circulated to all Members. Sport England were keen to assist where they could and give support. It was also noted that as a community, funding options would be more forthcoming.

There could also be options for the usage in the sports hall, i.e. exams could be held at certain times of the year.

Liz Sheerin advised that as the Asset Transfer Unit had experience in these types of projects, they would be able to assist. Stourport Forward would be involved in the whole process and they already had an asset in the new café/restaurant in Stourport.

Liz Sheerin left the meeting at this point, (3.35pm).

**Agreed: The information be noted.**

#### **SLRP.11 Community Asset Transfer**

A discussion was held with Peter Barnett of Wyre Forest Swimming Club on the possibility of a Community Asset Transfer.



#### **Agenda Item No. 4**

Peter Barnett advised Members of the following:

- The preferred option for the swimming club was a new facility with a swimming pool, minimum of 6 and an optimum of 8 lanes.
- The Wyre Forest Swimming Club had a wealth of experience and were keen to work with the District Council and to be part of any possible community asset transfer.
- The club had ideas of what sort of pool they wished to see in the area. As they travelled the country for events, they saw many different pools.
- In a new build pool, an 8 lane option gave a vast amount of flexibility and it was perceived that it did not cost much more to build than a 6 lane pool.
- The club at the moment had to travel to Wolverhampton to host competitions.
- The club felt that a learning pool should also be built. Another good feature would be a gym by the pool and this would enable parents to use the gym whilst their child was swimming. A moveable floor for the swimming pool would also be desirable as this gave a more flexible teaching facility and environment.
- There were a variety of useable pools in the Wyre Forest area but they were not ideal.
- The swimming club currently had a membership of 200 and they would like to increase this to 300/350 but unfortunately the current facilities did not allow for any more than the current 200. It was noted that in Worcester the pool had a waiting list of 100 to use their training pool which proved the demand was there.
- The swimming club paid rent to DC Leisure for the use of the pool.
- Cardiff had a 50m pool but attached to it was a fun pool and it was believed this was the money making side of the pool.
- It was believed that there were plans to build a sports village on land near Hindlip, Worcester.
- The swimming club's preference was a new build pool in the Stourport/Kidderminster corridor. It was perceived that the cost of refurbishment would be more than building a new pool.

In response to a question, Peter Barnett stated that money could be obtained from grants which would be available for an asset transfer.

The Cultural Services Manager confirmed that if a community asset transfer was given the go ahead, Sport England had confirmed that TUPE transfers for staff would not apply.

Members had concerns that finances would not allow a new build and that the sale of the Glades Leisure Centre would not generate sufficient money.



#### **Agenda Item No. 4**

Members asked about the status of the old Stourport Sports Association which included cricket, football and rugby clubs. The Cultural Services Manager would obtain further information with regard to the sports association and the amount of rent currently being paid.

A report on swimming pools had been carried out nationally and Members agreed that guidelines needed to be looked into as the Wyre Forest area had several swimming pools and the lane/metre provision was taken into account.

Peter Barnett left the meeting at this point, (4.05pm).

#### **Response from the Cultural Services Manager**

The Cultural Services Manager advised Members that Sport England took into account the number of square metre space and not just the number of lanes in a pool. Headline data was expected shortly in the form of a brief Facility Planning model exercise as to the need for swimming pool water in the Wyre Forest area. Members were advised that every lane added to a swimming pool cost approximately an additional £1m. It was also noted that leisure providers had advised that swimming clubs and public swimming at the same time could cause a conflict in usage.

In a new facility it would be likely that the leisure provider would want to provide all of the swimming lessons which would mean the swimming club could lose revenue in this scenario.

A moveable pool floor was very costly and there were often high maintenance cost, for example the pool in Wolverhampton has had problems with trying to get the floor to be in general working order.

The pool would ideally be 6 lanes, with some leisure water/slide and a learning pool.

In response to a Members' request, information would be obtained for Wolverhampton swimming pool about usage and also from Cardiff.

Sport England would not support a 50m pool in the Wyre Forest area.

#### **Agreed:**

- 1. The Cultural Services Manager to obtain information regarding usage for the Wolverhampton and Cardiff swimming pools.**
- 2. The Cultural Services Manager to obtain further information with regard to the Stourport Sports Association and the amount of rent currently being paid.**
- 3. The Cultural Service Manager to provide information from Sport England on Community Asset transfer toolkits.**

#### **SLRP.12 Status Quo and Refurbishment Options for the Leisure Centres**

A verbal update and information was received from the Cultural Services Manager on the options for refurbishing the Sports and Leisure Centres.

The Chairman of the review panel informed Members that he had visited the Glades



#### **Agenda Item No. 4**

Leisure Centre and the general message he had received was that the building was beyond its sell buy date. During his visit he noted that the roof leaked, the café had lots of wasted space and parts were becoming difficult to obtain for the plant room. He perceived that a refurbishment was out of the question.

In response to Member questions, the Cultural Services Manager advised the following:

- There were certain options available to the Council with regard to Bewdley Leisure Centre which would involve negotiating with Worcestershire County Council and Bewdley High School.
- There were 15 years remaining on the lease and one of the options could be would be getting the local school involved.
- If a new build were to be considered then it was perceived that no revenue costs would be involved, other than the cost of borrowing. If this was the case the Council could look at prudential borrowing and interest on that would need to be less than the amount of money being spent at present.
- If the Glades Leisure Centre and the Stourport Sports Centre were to close and a new facility built, TUPE considerations for staff would have to be taken into account.
- A document was tabled which gave details of costs for refurbishment of the Glades Leisure Centre and Stourport Sports Centre for the next 15 years, this included details of 3 five year blocks of maintenance. The total spend for the two centres for the next 15 years was approximately £5.7m and this was purely for plant and building maintenance costs.
- A new build could cost approximately £13m.

Members had concerns that if £4.2m was spent on the Glades Leisure Centre before 2028, after that date additional money would have to be spent.

There were several items that needed to be considered if a refurbishment (improvements) at the Glades Leisure Centre were to be done including:

- New Reception area.
- Relocation of the Fitness Suite.
- Introduction of a 25 metre sports hall.

The refurbishment of the pool at Stourport Sports Centre could cost more than the rest of the building because of the plant required for the pool.

Members thought that if the pool was removed from the Stourport Sports Centre, the centre may not be of interest to anyone in the community. Members thought that if the pool was filled in, it could be used for theatre provision.

A second paper was tabled which gave details of the current management fee and details of extending the terms for 2 and 5 years. It was reported that the management fee would not be significantly higher than the current level.



#### **Agenda Item No. 4**

The Cultural Services Manager advised that she would be seeing a number of providers who could design, build, and manage leisure facilities and she would feedback details when they became available. An interim management solution with an alternative provider had been discussed where operating costs could be reduced by up to 20% by benefiting from not paying VAT.

Members also thought that consideration should be given to the Glades Arena where approximately 1,200 people were able to be seated for events. Members were reminded that the information relating the management fee was confidential.

**Agreed: The information be noted.**

#### **SLRP.13 Potential Closure of Facilities**

A paper was tabled which gave details of potential demolition costs for the Glades Leisure Centre and Stourport Sports Centre. It was perceived by Members that Stourport Sports Centre would be less valuable to sell as it was on the floodplain. An important factor to remember was that if the building were to be empty and not demolished then Non National Domestic Rates would be charged after a period of three months.

Consultation with the public would need to be held and political issues needed to be considered if one of the leisure centres either in Kidderminster or Stourport were to close. These issues would be put on the agenda for the final meeting.

Members were advised that there could be costs involved for any TUPE transfers if any of the sites were to close which the District Council would be accountable for and not DC Leisure. However, any new company would be obliged to take on existing leisure centre staff if the service was to continue and transferable.

The timing of any closure could also be an issue as a new build would take a minimum of 3 years to be procured and completed. It was also worth noting that if one of the leisure centres were to close, the client base may go elsewhere and trying to obtain them back could prove problematic.

Members thought that it was becoming clear as to what options might be available to the Council.

It was agreed that information would be given to the Stourport Facilities Board and the Sports & Leisure Focus Group for them to take into consideration at their meeting.

**Agreed: The information be agreed.**

#### **SLRP.14 Date of Next Meeting**

**Agreed: The next meeting would be held on 13<sup>th</sup> April 2011 at 4.00pm in the Loom Room, Duke House, Kidderminster, where an item on the agenda would be "Starting to Formulate Principles".**

**Councillor M Salter would substitute for Councillor J Holden.**

The meeting ended at 4.50 pm.







## **Sports and leisure centres review group**

### **Potential closure of facilities**

- Demolition costs where appropriate eg £360K and £220K
- Communications/consultation and political issues
- Value of site(s)
- TUPE costs
- Timing of closure if associated with a new build, loss of client base etc
- Short term extension to contract or other interim management options

### **Refurbishment options**

- Potential refurbishment options for the Glades could be new entrance/reception area, relocate fitness suite to front of building, reconfigure pool hall to introduce new 25metre pool hall, new multi purpose room (about £8m). Stourport Sports Centre would benefit from a refurbishment of the changing rooms and an additional teaching pool (approx £2.5m)



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons March 09 – June 09

2008	2009	Customer Comments 2009
<b>March</b> 12 Customer Comments	<b>March</b> 16 Customer Comments	1. Pool Temperature 2. 2 x Leaking Taps 3. 3 x Swimming Lessons 4. 2 x wet change cleanliness 5. 3 x positive comments 6. Aqua Class 7. Disabled Facilities 8. Pool Party
<b>April</b> 19 Customer Comments	<b>April</b> 2 Customer Comments	1. 2 x Wave Machine 2. Leaking Taps 3. Cleanliness 4. Membership card replacement 5. Donation letter 6. Swimming lesson refund 7. Clock in Reception
<b>May</b> 17 Customer Comments	<b>May</b> 17 Customer Comments	1. 5 x Cleanliness 2. 4 x Donation letters 3. 4 x Building packages 4. 2 x Toilet paper 5. Signage around the building 6. Nappy bins
<b>June</b> 8 Customer Comments	<b>June</b> 13 Customer Comments	1. 5 x Building cleanliness 2. 3 x Members change temperature 3. Catering / plastic plates and cutlery 4. Early morning usage in Summer Holidays 5. Gym team lateness for appointments 6. Move playpen into Female Wet Change.



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons July 09 – October 09

2008	2009	Customer Comments 2009
<b>July</b> 12 Comments	<b>July</b> 13 Comments	1. Cleanliness x 2 2. Graffiti on Studio window 3. Wave machine x 2 4. School holidays clashing with 50+ sessions 5. kraft klub times to fit in with Ash's class 6. Reception information 7. Shower temperatures 8. Water fountain in members change 9. Swine flu
<b>August</b> 12 Comments	<b>August 2009</b> 7 Comments	1. Thank you letter for providing free swimming lessons for over 60's 2. Standards of life guarding on poolside 3. Nestle go free for kids, disappointment expressed for not continuing with promotion. 4. Registration fee for free swimming between 12pm and 2pm. 5. Squash court temperature. 6. Cleanliness of wheelchair on poolside 7. Thank you letter
<b>September</b> 7 Comments	<b>September 2009</b> 5 Comments	1. Cleanliness of training room 2. Cleanliness of wet changes 3. Incorrect marketing information 4. Shower temperature in females 5. Swimming lesson info required
<b>October</b> 6 Comments	<b>October 2009</b> 2 Comments	1. Wave machine 2. shower temperatures to hot in Male members.



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons November 09 – February 10

2008/9	2009/10	Customer Comments 2009/10
November 08 7 Comments (2 operational, 5 technical)	November 09 6 Comments	<ol style="list-style-type: none"> <li>1. Swimming programme times</li> <li>2. Changing room cleanliness x2</li> <li>3. Drench shower temps</li> <li>4. Suitability of wet Changing rooms</li> <li>5. Children using opposite sex changing rooms.</li> </ol>
December 08 2 Comments (1 operational, 1 technical)	December 09 1 Comment	<ol style="list-style-type: none"> <li>1. Model Train Exhibition non booking.</li> </ol>
January 09 19 Comments (12 Technical, 6 operational & 1 Staffing)	January 10 4 Comments	<ol style="list-style-type: none"> <li>1. Birthday party complaint re: Waves</li> <li>2. Birthday party complaint re: State of red chairs</li> <li>3. Wet change cleanliness</li> <li>4. Female wet change temperature.</li> </ol>
February 09 16 Comments 10 operational, 3 technical, 3 positive	February 10 4 Comments	<ol style="list-style-type: none"> <li>1. Door from poolside into female wet change, hard to open.</li> <li>2. Wave machine not working.</li> <li>3. Apology from customer regarding badminton booking.</li> <li>4. Swimming pool water quality.</li> </ol>



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons March 10 – June 10

2009/10	2010/11	Customer Comments 2010/11
March 09 16 Customer Comments	March 10 8 Customer Comments	<ol style="list-style-type: none"> <li>1. 4 Comments regarding Children in Member Change.</li> <li>2. Training Room swept before classes.</li> <li>3. 2 comments regarding Hair Straighteners in Members change.</li> <li>4. Signage confusing for new customers.</li> </ol>
April 09 8 Customer Comments	April 10 5 Customers Comments	<ol style="list-style-type: none"> <li>1. Pool Temperature</li> <li>2. Class sizes in Swimming Lessons.</li> <li>3. Heat exchanger – low temp in female wet change.</li> <li>4. Flume operating times.</li> <li>5. Wet Change cleanliness.</li> </ol>
May 09 17 Customer Comments	May 10 11 Customers Comments (6 Main comments)	<ol style="list-style-type: none"> <li>1. Wet Change cleanliness.</li> <li>2. Pool Temp</li> <li>3. Female Showers and Members temperature</li> <li>4. Outside Graffiti</li> <li>5. Booking fitness classes.</li> <li>6. T.K.D letter thanking glades for amazing day.</li> </ol>
June 09 13 Customer Comments	June 10 11 Customers Comments (9 main comments)	<ol style="list-style-type: none"> <li>1. 2 x hairdryers in wet change.</li> <li>2. 2 x purple flume being out of action.</li> <li>3. 2 x pool temperature.</li> <li>4. Broken head mic for classes.</li> <li>5. 2 x positive comments (roller disco &amp; General facility)</li> </ol>



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons July 10 to October 10

2009/10	2010/11	Customer Comments 2010/11
<b>July 09</b> <b>13 Customer Comments</b>	<b>July 10</b> <b>9 Customer Comments</b>	1. 4 x regarding cancelation of Sunday morning burns and tums. 2. 1 x regarding wet change cleanliness 3. 1 x regarding lack of pool programme in reception area. 4. 1 x lack of visual references on our website 5. 1 x disruption to Tae Kwon Do class. 6. 1 x thank you letter.
<b>August 09</b> <b>7 Customer Comments</b>	<b>August 10</b> <b>4 Customers Comments</b>	1. 1 x seats in reception – recover 2. 1 x appropriate clothing for leisure pool. 3. 1 x wet change cleanliness. 4. 1 x membership refund
<b>September 09</b> <b>5 Customer Comments</b>	<b>September 10</b> <b>8 Customers Comments</b>	1. 1 x cut foot in pool 2. 1 x thank you letter for pool party. 3. 1 x pool hygiene for other customers (not showering leaving nappies on floor) 4. 1 x lack of hair dryers in wet change 5. 1 x roller disco fly pitching 6. 1 x moving birthday party 7. 1 x sportshall temp 8. 1 x sauna and steam area cleanliness issue
<b>October 09</b> <b>2 Customer Comments</b>	<b>October 10</b> <b>5 Customers Comments</b>	1. 1 x positive comments regarding lifeguards 2. 1 x band issues foe members after gym session (must inform reception of swim) 3. 1 x positive comments for leisure pool ( flumes and waves) 4. 1 x unauthorised access to members change 5. 1 x complaint against member of staff regarding attitude



## Wyre Forest Glades Leisure Centre & Glades Arena

### Customer Comments Comparisons November 2010 to February 2011

2009/10	2010/11	Customer Comments 2010/11
November 2009 1 Customer Comment	November 2010 5 Customer Comments	<ol style="list-style-type: none"> <li>1. Cleanliness of Studio</li> <li>2. Block bookings fly pitching in Kidderminster</li> <li>3. More family changing rooms</li> <li>4. Good children facilities in the wet change</li> <li>5. Positive feedback form regarding general facility</li> </ol>
December 2009 1 Customer Comment	December 2010 0 Customers Comments	
January 2010 4 Customer Comments	January 2011 10 Customers Comments	<ol style="list-style-type: none"> <li>1. Complaint regarding class microphone.</li> <li>2. Poor party staff in premier party.</li> <li>3. Poor website regarding direction to find info and lack off info x 3</li> <li>4. Request for a hula hoop class x 3</li> <li>5. Mix up with food room</li> <li>6. Admin issues with swimming lessons</li> </ol>
February 2010 4 Customer Comments	February 2011 5 Customers Comments	<ol style="list-style-type: none"> <li>1. Poor disabled facilities</li> <li>2. More hairdryers in female wet change</li> <li>3. Telephone answering system</li> <li>4. Changes to Zumba booking</li> <li>5. Changes to Thursday evening fitness classes</li> </ol>



## **Stourport Sports Centre**

### **Customer Complaints Received**

**2009            11 Complaints**

#### **Lockers 30 years old**

despite refurbished locks – looking very tired.

#### **Changing room cleanliness blip**

cleaning hose now repaired/ blocked drain under investigation

#### **Leaking sports hall roof**

**8 complaints due to shower temperatures – rectified within 24 hours**

**2010            15 Complaints**

**Header tanks overflowing – rectified in 14 days**

**Toilet cisterns inoperable – replaced in 2 days**

**Low changing room temperatures – rectified in 4 days**

**Negative Swim Teacher comment – resolved in 14 days**

#### **Lockers**

ongoing maintenance/inspection. Capital investment needed.

#### **Disabled Change Access**

resolved in 7 days.

#### **Over 60's free swimming ending**

Group exit strategy Promotion launch 1<sup>st</sup> August

#### **Lockers**

ongoing maintenance/inspection.

#### **Fitness Suite Air Con**

rectified in 7 days, following the tender of quotes and installation to replace stolen units.

#### **Building Temperatures**

Please note that issues have been experienced with building air temperatures, this is due to the BMS crashing beyond repair after 25 years service. An order has been placed with Trend Controls for a new Building Management System software package to be installed shortly which will give us greater control of all building ventilation and temperatures.

#### **Drains**



Recently experienced drain issues within changing rooms that have been rectified following a contractors visit. The main cause of the blockage was the wrist bands used to control swimming numbers. Permanent fitting of drain covers are being considered throughout and raising through staff awareness.

#### **Outdoor Footwear in changing rooms**

comments received of muddy floors following the change of weather, reviewed staff shift profiles, bookings and rota's, purchased signage to launch no outdoor footwear policy in changing rooms, changed floor degreaser cleaning chemical to help combat.

#### **Pool Roof Space Insulation**

comment received, noting the fabric insulation that is breaking down/ deteriorating as a result of the main pool membrane roof leaks. Ongoing remedial contractor action, weather permitting in patching visible cracks, holes in roof membrane.

#### **Sports Hall Cancellations**

short notice cancellation of bookings due to sports hall roof leaks. Ongoing remedial contractor action, weather permitting in patching visible cracks, holes in roof membrane.

#### **Casual Booking Processes**

A comment received reference no PDQ machine at Bewdley to take over the phone bookings. Advised of alternative methods, block booking, 7 day advance option

#### **2011            4 Complaints (Jan – Feb)**

#### **School / Public Swimming Changeover**

Reviewed and implemented immediately ½ hr close down of changing rooms following last school session. School thanked for swift action taken.

#### **Cleaning Systems**

Member of staff mopping with two different coloured mop handles – worried of cross contamination. Advised system in place and following investigation correct coloured mop handles ordered to match mop head.

#### **Free Weights Bench**

Down to 1 No free weight bench "Bench 2 unsafe for use" – ordered replacement 21.02.11  
6/8 week delivery.

#### **Aerobic Step Equipment**

Equipment in poor state of repair – ordered new equipment

#### **Bewdley Leisure Centre**

#### **Customer Complaints Received**



**2009            0 Complaint**

**2010            2 Complaints**

**Cricket Wicket**

anti social behaviour has put the wicket out of action quote forwarded to WFDC for consideration.

**Sportshall lighting failure (Part) – rectified in 24 hours**

**2011            1 Complaint (Jan – Feb)**

**Intruder Alarm System – Open**

School have had 17 activations since April 10



## Scrutiny Committee &amp; Review Panel

## Scoping Paper

Preliminary Information	
<b><u>Title of Exercise</u></b>	<b>Strategic options appraisal for the future management of sports and leisure centres in the District</b>
<b>Lead Committee</b>	Community and Regeneration Scrutiny Committee
<b>Chair of Review Panel</b>	To be appointed
<b>Client Officer Support</b>	Kay Higman, ext 2902
Aims and Objectives	
<b>Terms of Reference</b> Purpose of group/strategic objectives.	<p>To provide further detail on the options presented at the Cabinet meeting in January 2011. These will then be considered by the Scrutiny Panel with a recommendation to Cabinet in June 2011.</p> <p>Possible review group meeting dates would be 16<sup>th</sup> March 5pm, 23<sup>rd</sup> March <b>3pm</b>, 13<sup>th</sup> April 4pm, 27<sup>th</sup> April 4pm.</p> <p>The Cabinet member could also be invited to give evidence.</p>
<b>Rationale</b> Key issues and/or reasons for doing the review.	<p>The Council currently manages 3 sports and leisure centres through DC Leisure, Wyre Forest Glades Leisure Centre, Stourport Sports Centre and Bewdley Leisure Centre. The Leisure Centre buildings and the facilities within them are potentially coming towards the end of their useful life.</p> <p>The current leisure management contract ends in March 2013; options are being considered now, as a matter of urgency, to allow sufficient transition time to any new arrangement.</p> <p>An extension of the existing contract will increase costs both through the management fee (one factor would be the increase in fuel prices) and particularly also with increased maintenance costs.</p> <p>The unprecedented pressure on current budgets makes such ongoing increases potentially unaffordable to the Council. The Council's aim would be to operate the centres at a reduced or <b>possibly</b> zero subsidy payable to any third party provider. Maximising income from the sports and leisure centres would also be a priority.</p>



<p><b>Review Objectives</b> Specify exactly what the review should achieve.</p>	<p>Following a full appraisal of the options available to the Council for the provision of sports and leisure facilities, the Scrutiny Committee would then be able to give a clear recommendation to the Cabinet and the Council on the most affordable and sustainable option.</p>
<p><b>Barriers, Dangers and Risks</b> Identify any weaknesses and potential pitfalls.</p>	<p><u>There is an existing shared use agreement between the District Council and County Council regarding the dual use site at Bewdley (<b><i>which also includes the Bewdley Youth Centre</i></b>) that needs to be considered as part of the options appraisal.</u></p> <p><u>Whilst it is not mandatory to provide leisure centres, these facilities provide valued community assets which improve quality of life, health and well being and make a major contribution to meeting the needs of the District's more deprived communities.</u></p> <p>EU Procurement legislation will be considered for all options.</p> <p>There are potential implications for employees and service users that must be considered in legal terms and within the communication/media plan.</p>
<p><b>Financial Implications</b> How much money is needed and where will the money likely to come from?</p>	<p>The full options appraisal will involve a detailed financial analysis of the options available to the Council. The aim will be to reduce the overall cost to the Council and to achieve a reduced or <b><i>possibly</i></b> zero revenue subsidy payable to any third party provider, whilst protecting and sustaining future provision.</p> <p><b><i>The options to be considered are:</i></b></p> <p><b><i>Option 1 Status Quo with or without refurbishment of centres</i></b></p> <p><b><i>Option 2 – Potential closure of one or more of the sites with a potential for Community Asset Transfer.</i></b></p> <p><b><i>Option 3 – Provision of a new build centre</i></b></p> <p>The costs of prudential borrowing under option 3 (provision of a new build leisure centre or potentially under the other options for refurbishment) are a key factor in the options appraisal. However, Option 3 is predicated on the assumption that the total cost of any new provision would be significantly less than the current service.</p> <p>A sum of up to £35,000 for site appraisal work has been agreed to be funded from General Reserves.</p>



<b>Methodology</b>	
<b>Approach</b> What methods will be used to gather evidence and why?	Officer desk top research. Meetings with user group/letters/consultation Meetings with Sport England with regard to Community Asset transfer
<b>Co-opted Members and Expert Witnesses</b> Who will be able to inform the process and when?	This could be considered as part of the work of the review. <b><i>Councillors Prosser and Hardiman as the Council's representatives on the DC Leisure Board be invited to give evidence.</i></b>
<b>Evidence Sources for Documents</b>	Committee reports Partnership/contract documentation with DC leisure Community Asset transfer documentation, Sport England
<b>Specify if any sites visits are required?</b>	Probably not applicable but could be arranged for the 3 current sports and leisure centres
<b>Specify evidence sources for views of stakeholders</b>	Place Survey/Viewpoint/ Budget Questionnaire Customer Feedback Active People survey information
<b>Publicity Requirements</b>	Communication is a critical issue and at the commencement of the exercise a communication / media plan and protocol should be agreed.
<b>Deadlines</b>	
<b>Anticipated Start Date:</b>	16 <sup>th</sup> March 2011
<b>Number of Meetings:</b>	4
<b>Feedback to Scrutiny:</b>	
<b>Projected Completion Date:</b>	30 <sup>th</sup> June 2011



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You are here: Home | Profiles | District Profiles

**District Profiles****Selection: Wyre Forest Geo-type: District****Key Statistics**

The total population of Wyre Forest is 98139, of which 17.2% are aged under 16 years, 62.8% are aged 16-64 and 20.1% are aged over 65 years.

The crime rate in Wyre Forest was 77.1 per 1,000 population in 2009. This compares to 65.9 per 1,000 population in the whole of the county.

Average household income in Wyre Forest in 2010 was £34000. This compares to an average household income for the whole of Worcestershire of £37000.

**Summary**

	Wyre Forest	Worcestershire	West Midlands	England
All Ages Population Estimate (2009)	98139	556548	5431079	51809741
All Males Population Estimate (2009)	48468	274447	2671088	25514571
All Females Population Estimate (2009)	49671	282101	2759991	26295170
JSA Claimants - population aged 16-64 % (Jan-2011)	3.8	3.2	4.7	3.6
Household Estimate (2008)	42937	236276	N/A	N/A
Number of crimes per 1000 population (2009)	77.1	65.9	N/A	N/A
Household Income (£) (2010)	34000	37000	33000	36000

[^ top ^](#)**Population**

In Wyre Forest 17.2% of the population are aged 16 or under compared to 18.2% in the whole of Worcestershire.

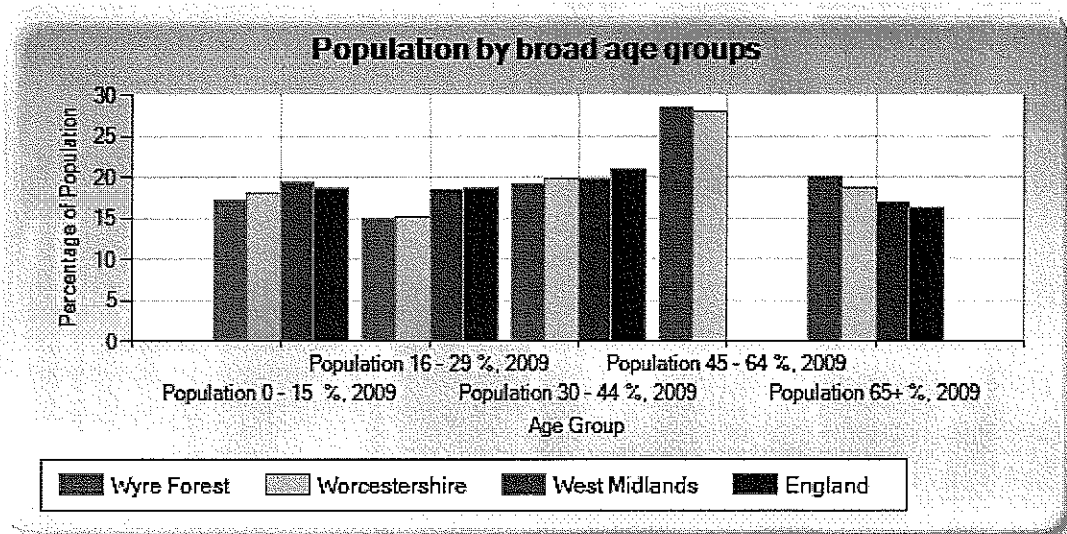
The population aged between 16-64 in Wyre Forest make up 62.8% of the total population, this compares with 63.1% in Worcestershire.

Individuals aged over 65 years make up 20.1% of the total population in Wyre Forest compared to a county average of 18.7%.

**Population - broad age groups**



	Wyre Forest	Worcestershire	West Midlands	England
Population 0 - 15 % (2009)	17.2% (16,860)	18.2% (101,304)	19.4% (1,052,891)	18.7% (9,704,432)
Population 16 - 29 % (2009)	15.0% (14,686)	15.1% (84,184)	18.6% (1,011,611)	18.8% (9,748,968)
Population 30 - 44 % (2009)	19.3% (18,946)	19.9% (110,483)	19.9% (1,078,341)	21.0% (10,873,885)
Population 45-64 % (2009)	28.5% (27,956)	28.1% (156,590)	25.2% (1,369,890)	25.2% (13,047,927)
Population 65+ % (2009)	20.1% (19,691)	18.7% (103,987)	16.9% (918,346)	16.3% (8,434,529)



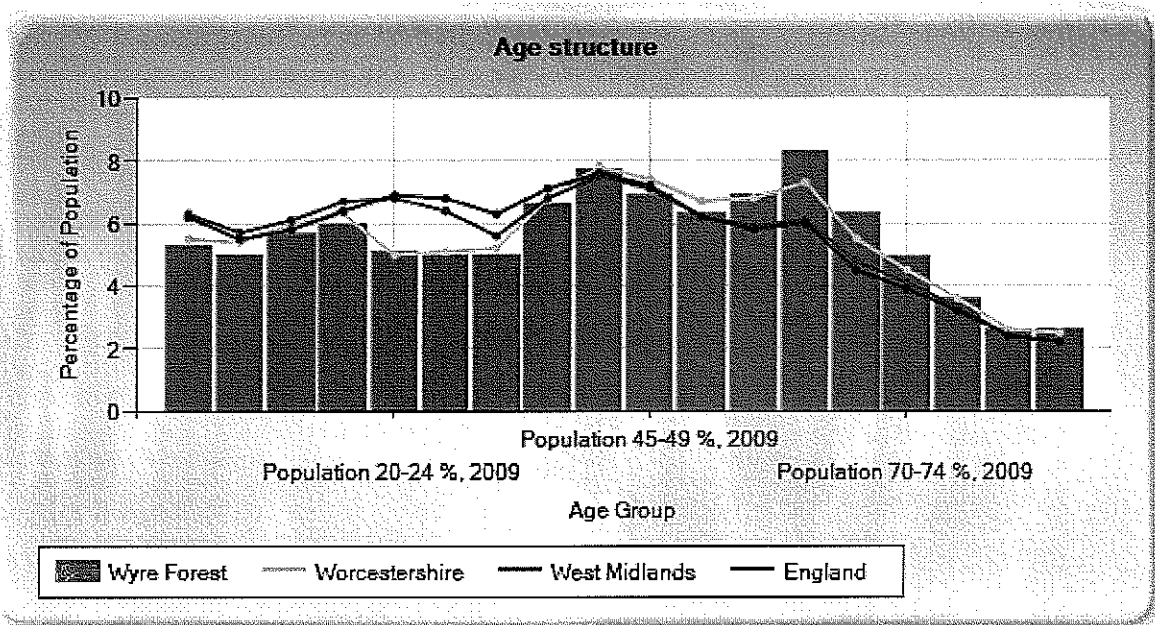
Age structure, ONS mid-year population estimates



	Wyre Forest	Worcestershire	West Midlands	England
Population 0-4 % (2009)	5.3% (5,202)	5.5% (30,883)	6.3% (343,051)	6.2% (3,196,100)
Population 5-9 % (2009)	5.0% (4,929)	5.4% (30,067)	5.7% (310,981)	5.5% (2,863,200)
Population 10-14 % (2009)	5.7% (5,578)	6.0% (33,480)	6.1% (330,114)	5.8% (3,016,500)
Population 15-19 % (2009)	6.0% (5,868)	6.3% (34,882)	6.7% (362,702)	6.4% (3,311,800)
Population 20-24 % (2009)	5.1% (5,029)	5.0% (27,644)	6.8% (369,876)	6.9% (3,554,300)
Population 25-29 % (2009)	5.0% (4,940)	5.1% (28,532)	6.4% (347,778)	6.8% (3,511,600)
Population 30-34 % (2009)	5.0% (4,927)	5.2% (29,150)	5.6% (305,451)	6.3% (3,263,100)
Population 35-39 % (2009)	6.6% (6,502)	6.8% (37,739)	6.8% (367,133)	7.1% (3,657,500)
Population 40-44 % (2009)	7.7% (7,517)	7.8% (43,594)	7.5% (405,757)	7.6% (3,953,400)
Population 45-49 % (2009)	6.9% (6,820)	7.4% (41,316)	7.1% (382,936)	7.2% (3,725,400)
Population 50-54 % (2009)	6.3% (6,180)	6.7% (37,098)	6.2% (336,407)	6.2% (3,229,800)
Population 55-59 % (2009)	6.9% (6,810)	6.8% (37,577)	5.9% (319,878)	5.8% (2,986,100)
Population 60-64 % (2009)	8.3% (8,146)	7.3% (40,599)	6.1% (330,669)	6.0% (3,106,600)
Population 65-69 % (2009)	6.3% (6,212)	5.5% (30,508)	4.8% (263,133)	4.5% (2,350,400)
Population 70-74 % (2009)	4.9% (4,838)	4.5% (24,951)	4.1% (222,981)	3.9% (2,029,600)
Population 75-79 % (2009)	3.6% (3,517)	3.6% (19,859)	3.3% (179,612)	3.2% (1,659,300)
Population 80-84 % (2009)	2.6% (2,573)	2.6% (14,519)	2.4% (131,989)	2.4% (1,232,300)
Population 85-plus % (2009)	2.6% (2,551)	2.5% (14,150)	2.2% (120,631)	2.2% (1,162,900)

In general Worcestershire has an older age profile than is seen across the whole of England. The 30-44 age group in England accounts for 21.0% of the total population, compared to 19.9% of the total population in Worcestershire and 19.3% in Wyre Forest. In contrast, the 65+ age group accounts for 16.3% of the total population in England, compared to 18.7% of the population in Worcestershire and 20.1% in Wyre Forest.





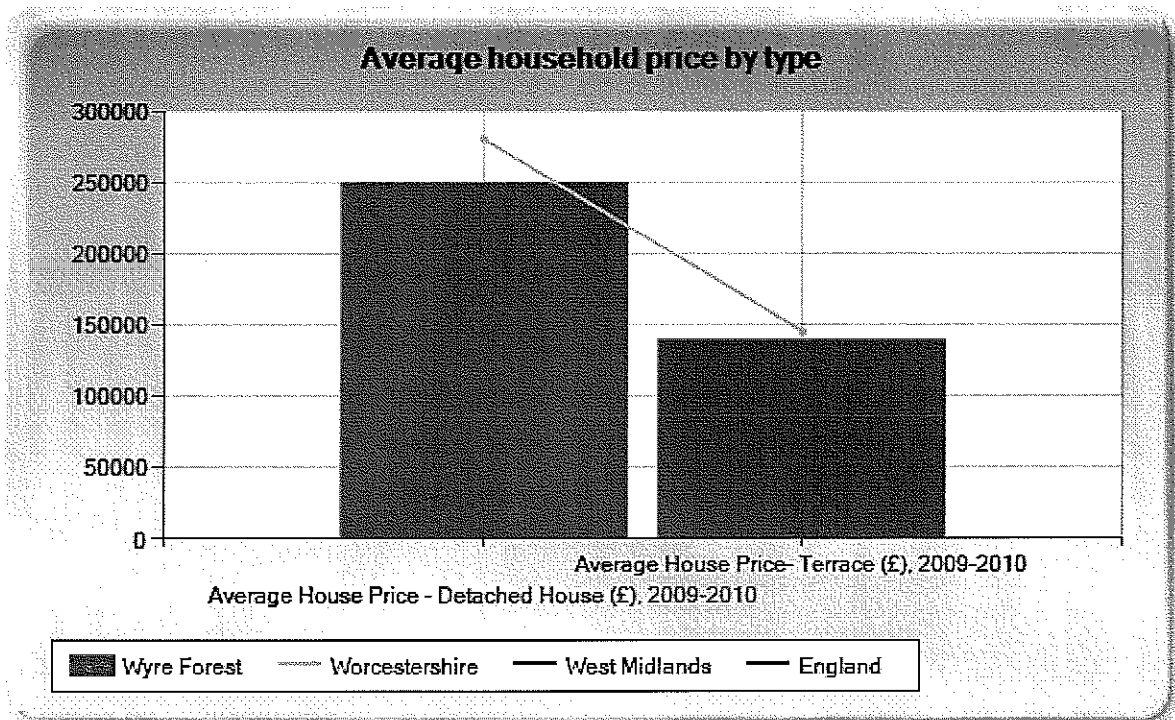
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## Housing

### House prices and sales by type

	Wyre Forest	Worcestershire	West Midlands	England
ⓘ Average House Price (2010)	176,600	211,873	177,951	240,529
ⓘ Number of Sales - Total (2010)	903	6,152	51,959	590,369
ⓘ Average House Price - Detached (2010)	265,420	304,849	286,625	347,070
ⓘ Number of Sales - Detached (2010)	283	2,276	13,539	143,014
ⓘ Average House Price - Terraced (2010)	123,162	146,318	129,047	196,317
ⓘ Number of Sales - Terraced (2010)	221	1,398	15,069	169,733
ⓘ Average House Price - Semi-Detached (2010)	154,124	178,729	156,960	206,101
ⓘ Number of Sales - Semi-Detached (2010)	303	1,847	17,624	168,204
ⓘ Average House Price - Flat/Maisonette (2010)	108,722	118,761	114,317	222,784
ⓘ Number of Sales - Flat/Maisonette (2010)	96	631	5,727	109,418

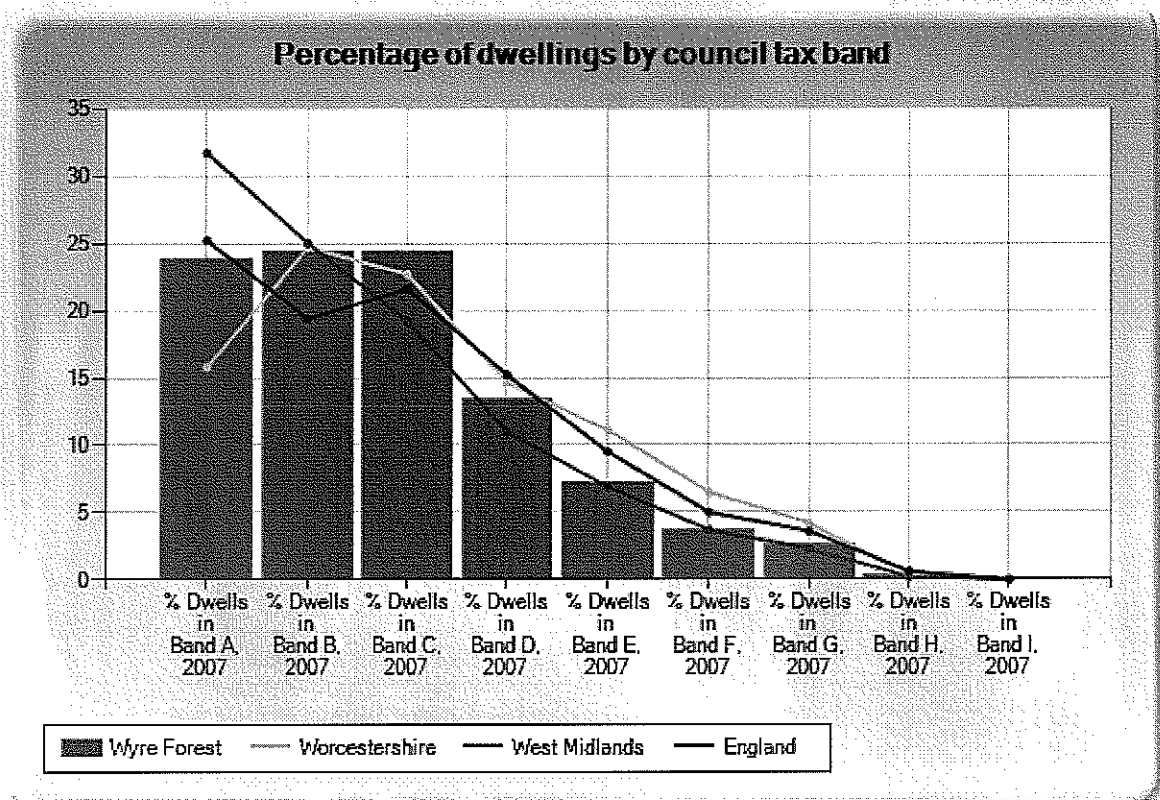




## Households by council tax band

	Wyre Forest	Worcestershire	West Midlands	England
Ⓘ Dwellings in Council Tax Band A % (2007)	23.9	15.8	31.7	25.2
Ⓙ Dwellings in Council Tax Band B % (2007)	24.4	24.7	25.0	19.4
Ⓚ Dwellings in Council Tax Band C % (2007)	24.4	22.7	19.2	21.6
Ⓛ Dwellings in Council Tax Band D % (2007)	13.5	14.6	11.0	15.2
Ⓜ Dwellings in Council Tax Band E % (2007)	7.2	11.1	6.9	9.5
Ⓝ Dwellings in Council Tax Band F % (2007)	3.7	6.5	3.7	5.0
Ⓞ Dwellings in Council Tax Band G % (2007)	2.6	4.2	2.3	3.6
Ⓟ Dwellings in Council Tax Band H % (2007)	0.3	0.3	0.2	0.6
Ⓠ Dwellings in Council Tax Band I % (2007)	0.0	0.0	0.0	0.0
Ⓡ Vacant Dwellings (2007)	1245	7745	75203	707146
Ⓢ Vacancy Rate (2007)	2.8	3.2	3.2	3.2
Ⓣ Average household size (2007)	2.29	2.32	N/A	2.31



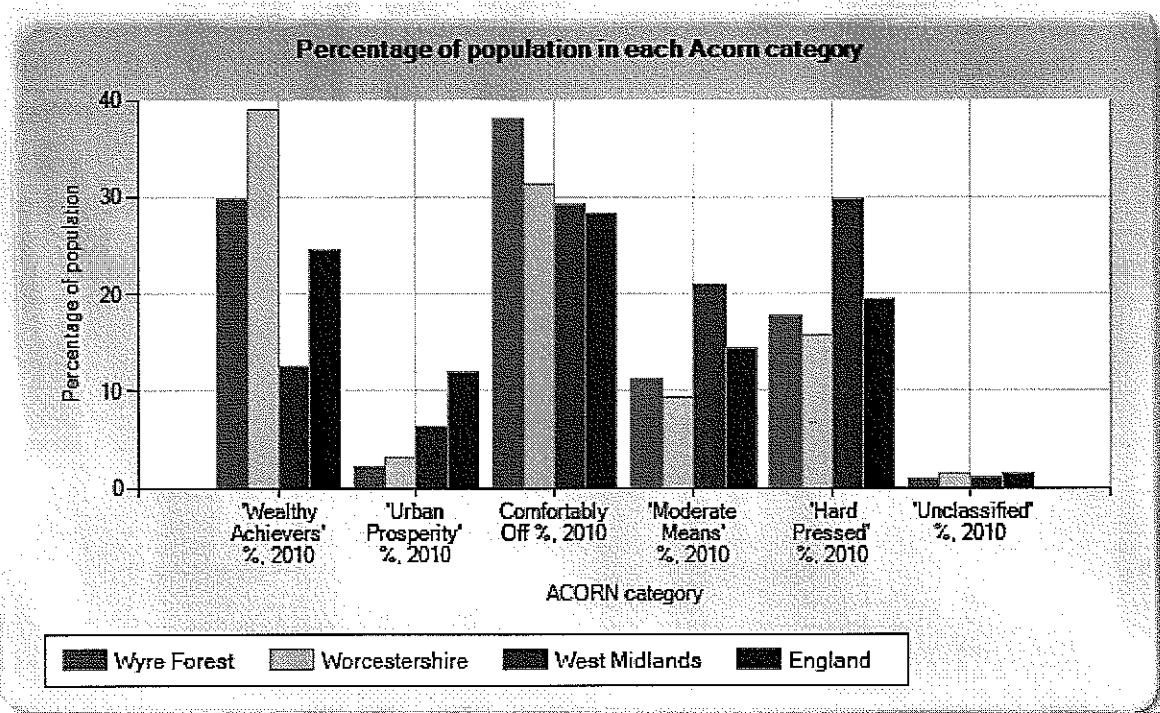


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## Acorn

Within Wyre Forest 29.8% of the population have been classified by Acorn as "Wealthy Achievers". This compares to a Worcestershire value of 39.0%, and 25.4% across the whole of the UK.

Acorn also categorises 17.8% of the population in Wyre Forest as "Hard Pressed". This compares to 15.8% in Worcestershire, and 21.2% across the whole of the UK.





## Percentage of population by Acorn category

	Wyre Forest	Worcestershire	West Midlands	England
Population categorised as 'Wealthy Achievers' % (2010)	29.8	39.0	12.5	24.5
Population categorised as 'Urban Prosperity' % (2010)	2.2	3.2	6.4	12.0
Population categorised as 'Comfortably Off' % (2010)	38.1	31.4	29.3	28.3
Population categorised as 'Moderate Means' % (2010)	11.2	9.4	20.9	14.4
Population categorised as 'Hard Pressed' % (2010)	17.8	15.8	29.8	19.4
Population categorised as 'Unclassified' % (2010)	0.9	1.4	1.0	1.5

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## Crime

## Crime profile

	Wyre Forest	Worcestershire	West Midlands	England
Number of crimes (2009-2010)	7254	33790	N/A	N/A
Number of crimes (2009)	7598	36609	N/A	N/A
Number of crimes per 1000 population (2009)	77.1	65.9	N/A	N/A
Domestic burglaries per 1000 households (2009)	10.0	9.0	N/A	N/A
Assaults with injury per 1000 population (2009)	8.5	6.6	N/A	N/A
Assaults without injury per 1000 population (2009)	3.9	2.9	N/A	N/A
Cases of criminal damage per 1000 population (2009)	16.8	14.0	N/A	N/A
Drug related crimes per 1000 population (2009)	2.1	2.5	N/A	N/A

Riverside had the highest rate of crime per 1,000 population, at 223. The lowest rate was in Bowbrook, at 22.

The highest domestic burglary rate per 1,000 households was in Gorse Hill and Warndon, at 25. Bedwardine, with a rate of 3, showed the lowest rate in the county for this kind of crime.

For assault without injury, the highest rate per 1,000 population occurred in St Mary's, with a rate of 12; Bowbrook showed the lowest rate for this type of crime, with a rate of 0.2. The highest rate for assault with injury occurred in Riverside, at 33 per 1,000 population; Bowbrook saw the lowest rate, at 1.

The highest rate of cases of criminal damage per 1,000 population occurred in St Mary's, at 43. Hallow saw the lowest rate, at 3.

Drug related crimes, per 1,000 population, were highest in Riverside, at 15, and lowest in Hallow, at 0.2.

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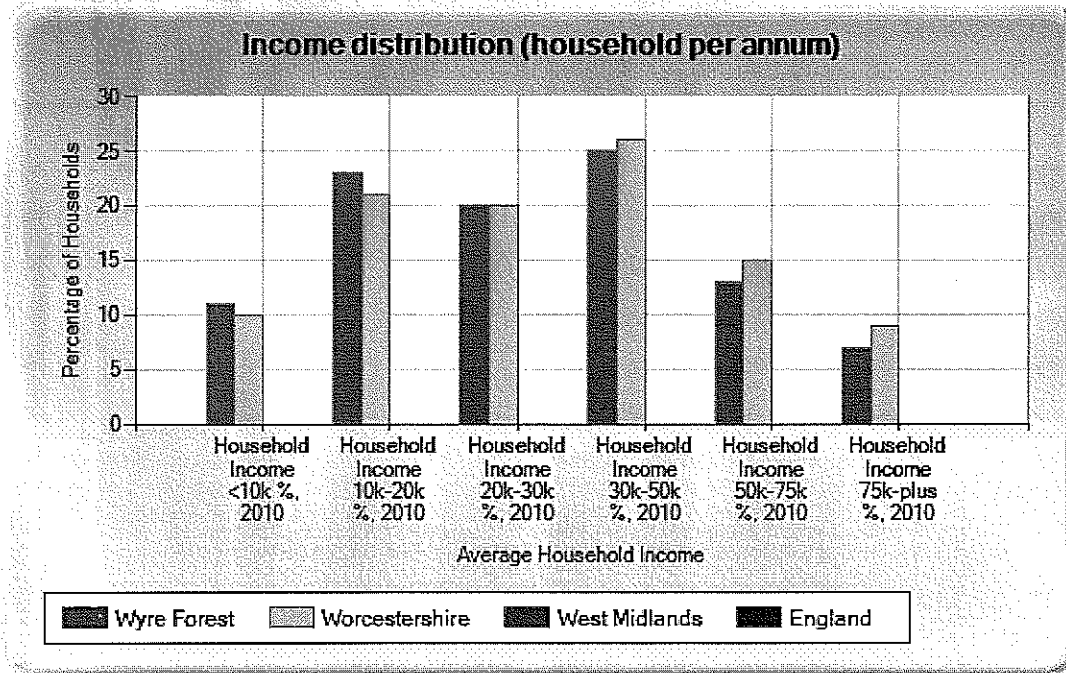
## Income

In Wyre Forest the proportion of households earning less than £10,000 a year is 11%, in Worcestershire it is 10%.

The average household income in Wyre Forest is £29,000, in contrast the average is £N/A in Worcestershire, and £36,000 in England.

Income Profile

	Wyre Forest	Worcestershire	West Midlands	England
Households earning less than £10,000 per year % (2010)	11	10	N/A	N/A
Households earning £10,000-£20,000 per year % (2010)	23	21	N/A	N/A
Households earning £20,000-£30,000 per year % (2010)	20	20	N/A	N/A
Households earning £30,000-£50,000 per year % (2010)	25	26	N/A	N/A
Households earning £50,000-£75,000 per year % (2010)	13	15	N/A	N/A
Households earning more than £75,000 per year (2010)	7	9	N/A	N/A
Household Income (£) (2010)	34,000	37,000	33,000	36,000



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## Benefits

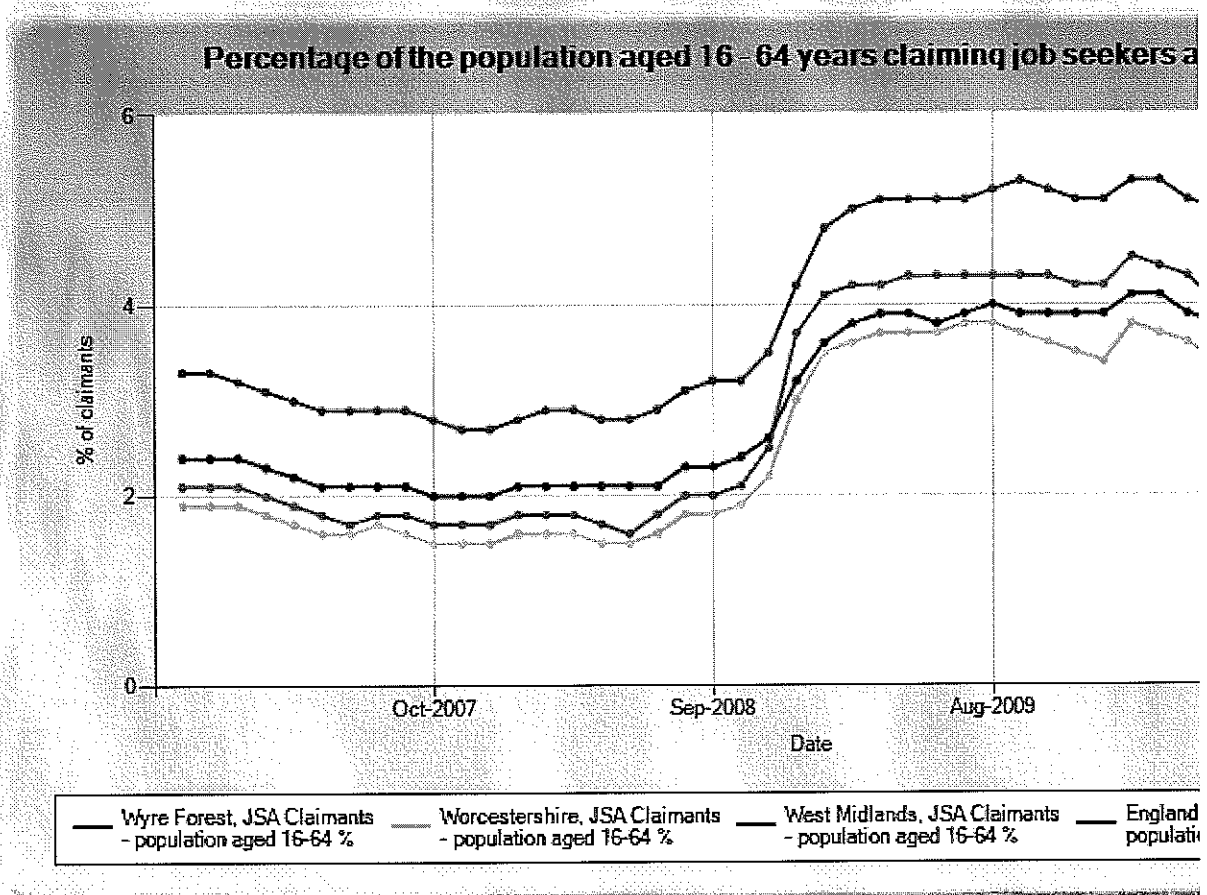
In Wyre Forest there were 7525 claimants of Out of Work benefits (May-2010), representing 12.3% of the population aged between 16 - 64 years.

In Sep-2010 2189 people were claiming Job Seekers Allowance, representing 3.8% of the population aged between 16 - 64 years.

### Benefit claimants



	Wyre Forest	Worcestershire	West Midlands	England
Out of Work Benefits - Population 16 - 64 (May-2010)	12.3% (7,590)	9.9% (34,950)	13.9% (480,930)	12.0% (4,046,890)
JSA Claimants - Population 16-64 (Jan-2011)	3.8% (2,354)	3.2% (11,157)	4.7% (161,300)	3.6% (1,219,805)
JSA Claimants - Population 18-24 (Jan-2011)	10.0% (730)	8.0% (3,285)	9.1% (47,190)	6.8% (337,220)
Income Support - Population 16 - 64 (May-2010)	4.3% (2,640)	3.4% (11,875)	N/A% (N/A)	N/A% (N/A)
Pension Credit - Population 60+ (May-2010)	18.1% (5,035)	16.2% (23,435)	N/A% (N/A)	N/A% (N/A)
State Pension - Female population aged 60+ and male population 65+ (May-2010)	98.1% (23,300)	99.3% (123,445)	N/A% (N/A)	N/A% (N/A)
Incapacity Benefit - Population 16 - 64 (May-2010)	4.5% (2,790)	3.6% (12,740)	N/A% (N/A)	N/A% (N/A)
Severe Disablement Allowance - Population 16 - 64 (May-2010)	0.8% (475)	0.6% (2,010)	N/A% (N/A)	N/A% (N/A)
Disability Living Allowance - Total population (May-2010)	5.3% (5,240)	4.6% (25,390)	N/A% (N/A)	N/A% (N/A)
Attendance Allowance - Population 65+ (May-2010)	16.8% (3,315)	17.8% (18,545)	N/A% (N/A)	N/A% (N/A)



In Wyre Forest there were 2189 Job Seekers Allowance claimants in Sep-2010, this is 2.1% of the population aged 16-64, compared with 1.8% for Worcestershire. There were 641 male claimants and 3.8 female claimants in Wyre Forest.

The rate for the population aged between 18-24 years was 665% (10.0 claimants) in Wyre Forest and 2740% for Worcestershire. In Wyre Forest 0.4 people aged 18 - 24 years have been claiming Job Seekers Allowance for more than 52 weeks.

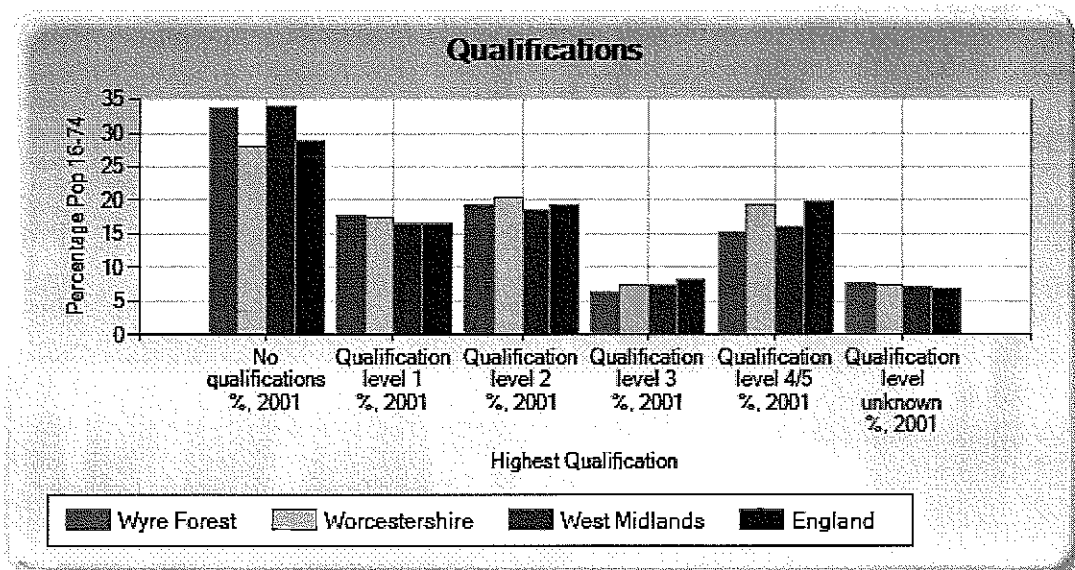
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## Education and Qualifications

The proportion of residents aged between 16 - 74 years with no qualifications in Wyre Forest is 33.6%. This compares with a Worcestershire average of 28.1% and an average across England of 28.9%.

In Wyre Forest 15.2% of residents aged between 16 - 74 years have achieved qualification Level 4/5. This compares to a Worcestershire average of 19.3%, and an England average of 19.9%.



### Qualifications

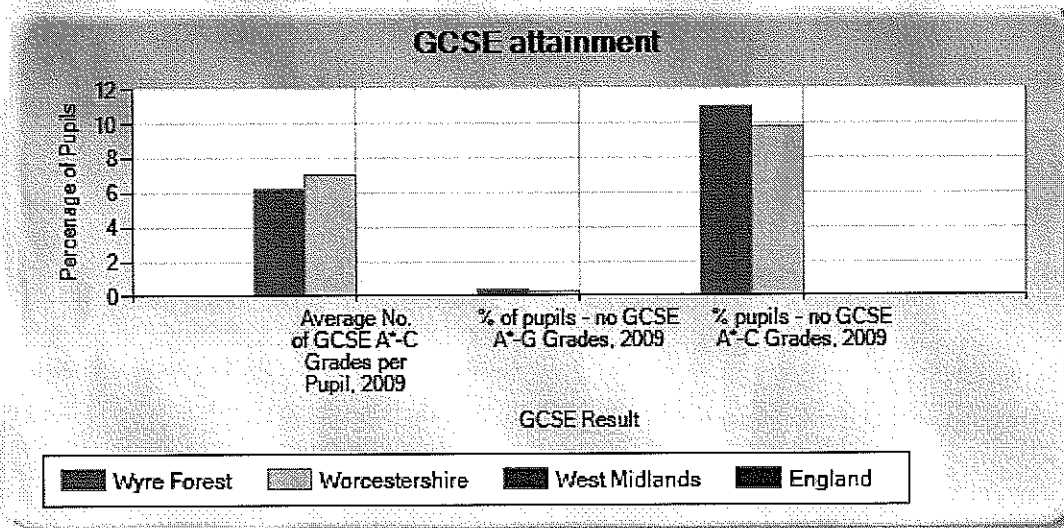
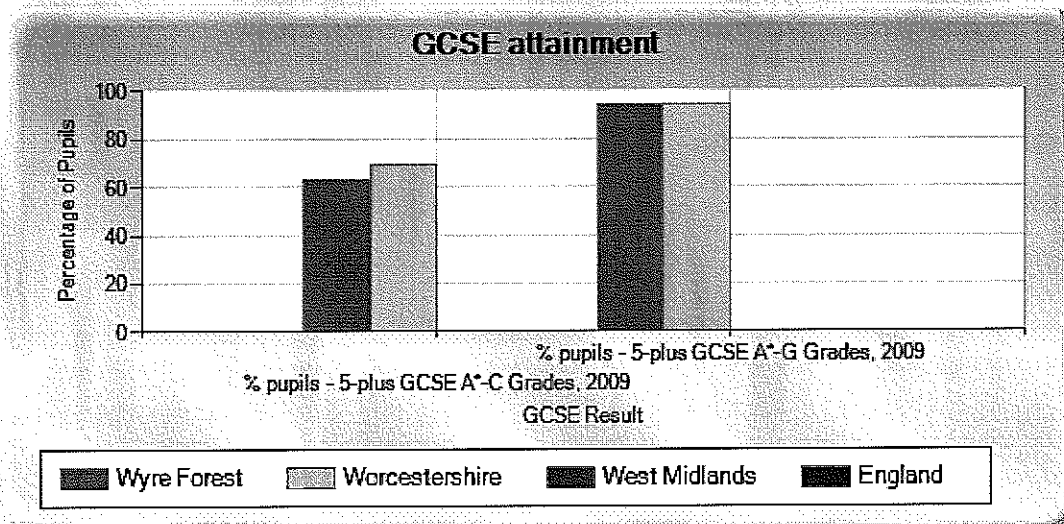
	Wyre Forest	Worcestershire	West Midlands	England
ⓘ No qualifications % (2001)	33.6% (23,863)	28.1% (110,185)	34.0% (1,283,763)	28.9% (10,251,674)
ⓘ Qualification level 1 % (2001)	17.7% (12,563)	17.4% (68,248)	16.7% (632,481)	16.6% (5,909,093)
ⓘ Qualification level 2 % (2001)	19.4% (13,762)	20.3% (79,570)	18.5% (700,908)	19.4% (6,877,530)
ⓘ Qualification level 3 % (2001)	6.4% (4,539)	7.4% (28,947)	7.4% (280,176)	8.3% (2,962,282)
ⓘ Qualification level 4/5 % (2001)	15.2% (10,791)	19.3% (75,851)	16.2% (612,174)	19.9% (7,072,052)
ⓘ Qualification level unknown % (2001)	7.8% (5,523)	7.5% (29,350)	7.2% (271,282)	6.9% (2,459,460)

**Qualifications** Level 1: 1+ 'O' level passes, 1+ CSE/GCSE any grades, NVQ level 1, Foundation GNVQ. Level 2: 5+ 'O' level passes, 5+ CSEs (grade 1), 5+ GCSEs (grades A-C), School Certificate, 1+ 'A' levels/'AS' levels, NVQ level 2, Intermediate GNVQ. Level 3: 2+ 'A' levels, 4+ 'AS' levels, Higher School Certificate, NVQ level 3, Advanced GNVQ. Level 4: First degree, Higher degree, NVQ levels 4 and 5, HNC, HND, Qualified Teacher Status, Qualified Medical Doctor, Qualified Dentist, Qualified Nurse, Midwife, Health Visitor.

### GCSE attainment



	Wyre Forest	Worcestershire	West Midlands	England
1 Average No. of GCSE A*-C Grades per Pupil (2009)	6.2	7.1	N/A	N/A
2 % of pupils - no GCSE A*-G Grades (2009)	0.4	0.3	N/A	N/A
3 % pupils - 5-plus GCSE A*-C Grades (2009)	62.9	69.5	N/A	N/A
4 % pupils - no GCSE A*-C Grades (2009)	11.0	9.8	N/A	N/A
5 % pupils - 5-plus GCSE A*-G Grades (2009)	93.9	94.6	N/A	N/A
6 % pupils - 1 or more GCSE A*-C Grades (2009)	89.0	90.2	N/A	N/A
7 % pupils - 1 or more GCSE A*-G Grades (2009)	99.6	99.7	N/A	N/A



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## Economy

According to the Census 2001, in Wyre Forest 69.6% of people were economically active, compared with the county equivalent of 70.7% and the average across England of 66.9%. 42.3% of people worked full time, and 13.4% part time; this compares with 42.9% and 13.3% at the Worcestershire level. 14.3% of people in Wyre Forest were retired, compared with the county figure of 14.1%, and the figure for the whole of England of 13.5%.

Industry of employment (%)



	Wyre Forest	Worcestershire	West Midlands	England
Ⓐ Agriculture % (2001)	1.5% (727)	2.0% (5,465)	1.5% (35,276)	1.5% (331,513)
Ⓑ Mining % (2001)	0.1% (52)	0.1% (215)	0.1% (3,242)	0.2% (55,481)
Ⓒ Manufacturing % (2001)	25.4% (11,967)	20.3% (54,145)	20.8% (485,547)	14.8% (3,328,437)
Ⓓ Electricity/ gas/ water % (2001)	0.8% (360)	0.8% (2,069)	0.9% (20,094)	0.7% (159,619)
Ⓔ Wholesale & retail; repair of motor vehicles (2001)	18.5% (8,714)	18.4% (49,184)	17.4% (406,242)	16.9% (3,782,043)
Ⓕ Hotels and catering % (2001)	4.3% (2,041)	4.3% (11,594)	4.6% (107,523)	4.7% (1,061,617)
Ⓖ Transport, storage and communication % (2001)	5.1% (2,415)	5.2% (13,927)	6.3% (147,041)	7.1% (1,590,031)
Ⓗ Financial % (2001)	2.3% (1,091)	3.1% (8,203)	3.4% (79,431)	4.8% (1,078,082)
Ⓘ Real estate and renting % (2001)	10.3% (4,853)	12.3% (32,923)	11.0% (257,382)	13.2% (2,964,468)
Ⓚ Health/ social work % (2001)	10.5% (4,966)	10.4% (27,797)	10.6% (246,710)	10.7% (2,400,698)
Ⓛ Other % (2001)	4.3% (2,019)	4.2% (11,250)	4.2% (98,256)	5.2% (1,166,261)

From the 2001 Census, 9.6% of people in Wyre Forest work mainly from home. This compares with 10.3% in Worcestershire and 9.2% in England.

65.4% of people in Wyre Forest drive a car or van to work, compared with averages of 64.4% for the whole of Worcestershire, and 54.9% across the whole of England.

#### Travel to work

	Wyre Forest	Worcestershire	West Midlands	England
Ⓐ work mainly from home % (2001)	9.6% (4,548)	10.3% (27,592)	5.5% (208,823)	9.2% (2,055,224)
Ⓑ travel to work by: Underground; metro; light rail; Tram % (2001)	0.0% (18)	0.0% (111)	0.1% (4,262)	3.2% (709,386)
Ⓒ travel to work by: Train % (2001)	1.9% (876)	1.6% (4,330)	0.9% (35,408)	4.2% (950,023)
Ⓓ travel to work by: Bus; Mini Bus or coach % (2001)	2.4% (1,146)	3.4% (9,135)	5.4% (204,347)	7.5% (1,685,361)
Ⓔ travel to work by: Motorcycle; Scooter; moped % (2001)	1.1% (525)	1.0% (2,723)	0.6% (20,844)	1.1% (249,456)
Ⓕ travel to work by: Driving a car or van % (2001)	65.4% (30,851)	64.4% (172,234)	37.0% (1,400,069)	54.9% (12,324,166)
Ⓖ travel to work by: Passenger in a car or van % (2001)	7.6% (3,581)	6.7% (17,992)	4.4% (167,936)	6.1% (1,370,685)
Ⓗ travel to work by: Taxi or minicab % (2001)	0.5% (213)	0.3% (738)	0.3% (10,240)	0.5% (116,503)
Ⓘ travel to work by: Bicycle % (2001)	2.2% (1,028)	2.5% (6,721)	1.4% (52,545)	2.8% (634,588)
Ⓚ travel to work by: On foot % (2001)	9.0% (4,230)	9.4% (25,020)	5.9% (222,347)	10.0% (2,241,901)
Ⓛ travel to work by: Other % (2001)	0.3% (145)	0.3% (803)	0.2% (7,746)	0.5% (104,205)

Figures from the 2001 Census show that 9.9% of households in Wyre Forest do not own a car or van. This compares to 17.6% of households in Worcestershire, and 16.9% in England.

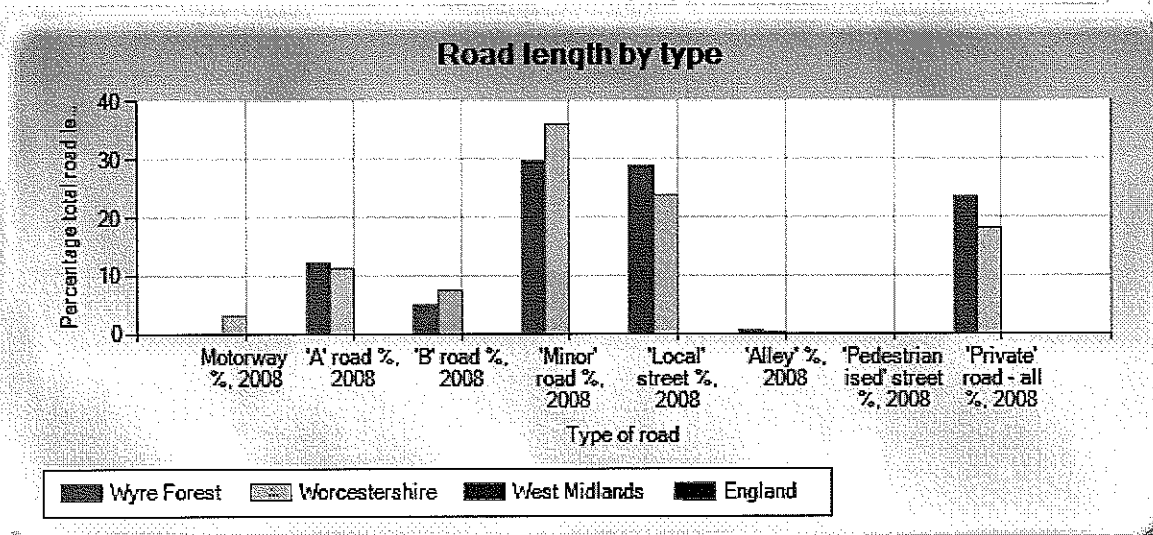
#### Car and van ownership



	Wyre Forest	Worcestershire	West Midlands	England
🚗 Cars or vans - none % (2001)	9.9% (6,957)	17.6% (39,339)	26.8% (576,484)	16.9% (5,913,879)
🚗 Cars or vans - one % (2001)	39.2% (27,608)	42.0% (93,592)	42.9% (923,743)	42.1% (14,737,382)
🚗 Cars or vans - two % (2001)	36.5% (25,709)	31.3% (69,854)	24.2% (521,452)	30.9% (10,817,446)
🚗 Cars or vans - three % (2001)	10.7% (7,517)	6.8% (15,248)	4.7% (101,086)	7.5% (2,635,276)
🚗 Cars or vans - four or more % (2001)	3.8% (2,713)	2.3% (5,047)	1.4% (30,907)	2.6% (892,881)

## Road length %

	Wyre Forest	Worcestershire	West Midlands	England
🛣️ Motorway % (2008)	0.0% (0)	3.0% (161)	N/A% (N/A)	N/A% (N/A)
🛣️ 'A' road % (2008)	12.3% (92)	11.2% (601)	N/A% (N/A)	N/A% (N/A)
🛣️ 'B' road % (2008)	4.9% (36)	7.4% (398)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Minor' road % (2008)	29.7% (221)	36.1% (1,934)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Local' street % (2008)	29.0% (216)	23.8% (1,275)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Alley' % (2008)	0.5% (4)	0.2% (10)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Pedestrianised' street % (2008)	0.0% (0)	0.0% (2)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Private' road - all % (2008)	23.6% (176)	18.2% (972)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Private' road - publicly accessible % (2008)	0.9% (7)	0.9% (47)	N/A% (N/A)	N/A% (N/A)
🛣️ 'Private' road - restricted access % (2008)	22.7% (169)	17.3% (925)	N/A% (N/A)	N/A% (N/A)



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## Health

According to the 2001 Census 17.1% of people in Wyre Forest suffer from a Limiting Long-term Illness, compared to 16.7% in Worcestershire and 17.3% in England.

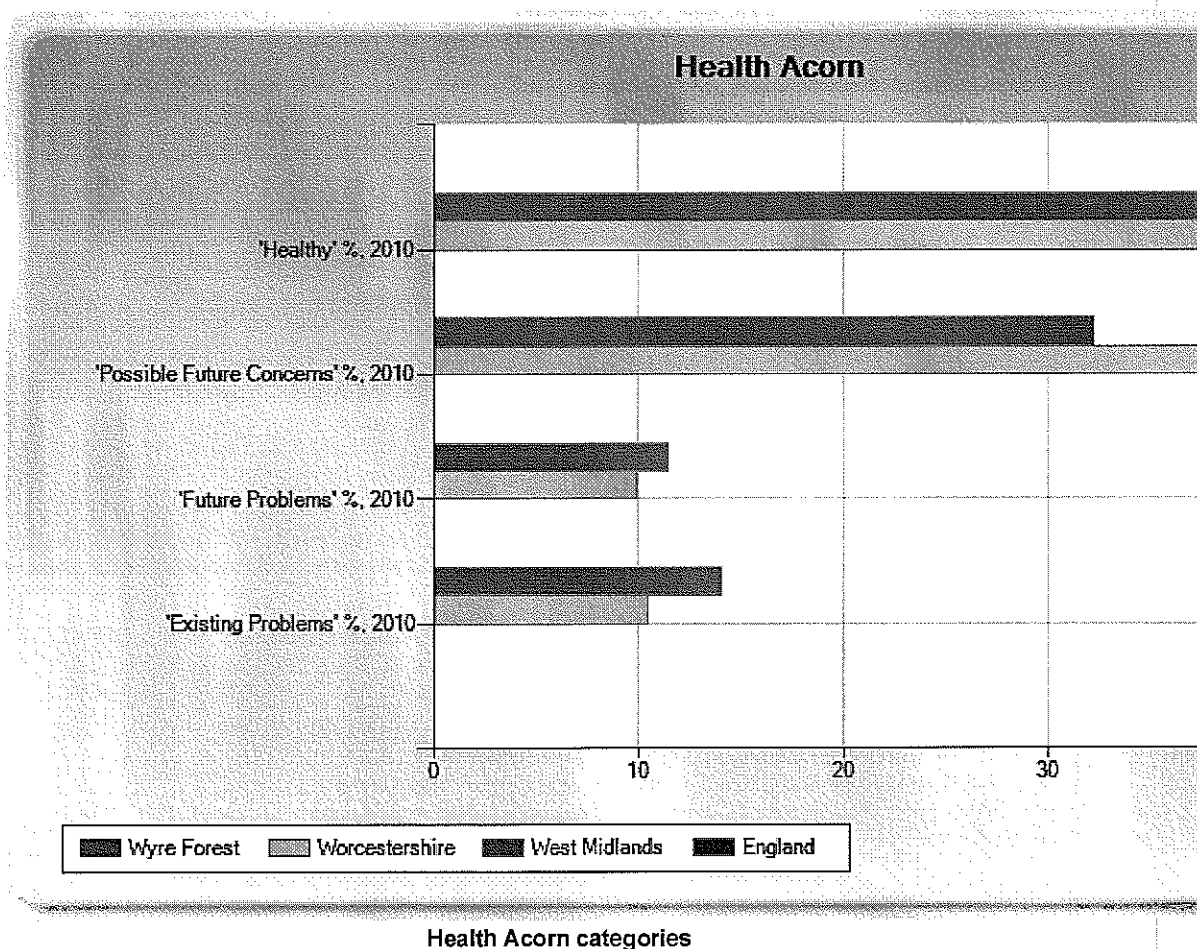
8.6% of people in Wyre Forest defined their health as "not good". This compares to average figures of 8.0% for Worcestershire, and 8.8% in England.



## Health and care

	Wyre Forest	Worcestershire	West Midlands	England
Ⓜ People with LLTI % (2001)	17.1% (16,334)	16.7% (90,403)	18.9% (993,458)	17.3% (8,369,174)
Ⓜ Working age - LLTI % (2001)	8.0% (7,615)	7.2% (39,035)	8.1% (4,273,850)	8.1% (3,909,899)
Ⓜ Health good % (2001)	67.9% (64,921)	69.7% (377,821)	67.2% (3,540,365)	69.1% (33,322,634)
Ⓜ Health fairly good % (2001)	23.5% (22,428)	22.3% (120,941)	23.1% (1,214,417)	22.1% (10,675,657)
Ⓜ Health not good % (2001)	8.6% (8,261)	8.0% (43,340)	9.7% (512,526)	8.8% (4,249,859)
Ⓜ Provide unpaid care % (2001)	10.9% (10,467)	10.5% (57,106)	10.6% (558,421)	10.1% (4,854,731)
Ⓜ <19 hours a week % (2001)	7.8% (7,482)	7.6% (41,382)	67.0% (374,079)	6.9% (3,330,612)
Ⓜ 20-49 hours a week % (2001)	1.1% (1,031)	1.0% (5,446)	11.7% (65,065)	1.1% (528,262)
Ⓜ >50 hours a week % (2001)	2.0% (1,954)	1.9% (10,278)	21.4% (119,277)	2.1% (995,857)

Health Acorn provides an indication of the likely health of the population in an area. Within Wyre Forest 42.1% of the population are classified as 'Healthy' compared with 37.7% of Worcestershire's population. The proportion of the population in Wyre Forest with 'Existing Problems' is 14.0% and 11.4% of the population is classified as having 'Future Problems'.





	Wyre Forest	Worcestershire	West Midlands	England
ⓘ Households with 'Existing Problems' % (2010)	14.0	10.5	N/A	N/A
ⓘ Households with 'Future Problems' % (2010)	11.4	9.9	N/A	N/A
ⓘ Households with 'Possible Future Concerns' % (2010)	32.2	41.0	N/A	N/A
ⓘ Households who are 'Healthy' % (2010)	42.1	37.7	N/A	N/A

The population recognised by Health Acorn as 'Healthy' are described as being a younger demographic, meaning the proportion of people with high blood pressure, high cholesterol, heart, respiratory and digestive problems are lower than average. This group is more likely to take exercise and less likely to smoke or be overweight, as well as eating a balanced diet.

Possible Future Concerns; this group has lower levels of smoking and generally below average incidence of illnesses, they are less likely to be obese but this demographic may be overweight. They have a good

Future Problems do not generally have a very high incidence of existing illnesses. Exceptions to this are depression, asthma, insomnia, migraine, anxiety and stress disorders, which occur more in this group than any other. However they have the highest incidence of smoking and obesity of all four groups.

Health Acorn describe 'Existing Problems' as a group which are 50% more likely to have angina or suffer from a heart attack than the national average. There is also a higher chance of people suffering from high blood pressure, high cholesterol and diabetes.

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## General Characteristics (Census 2001)

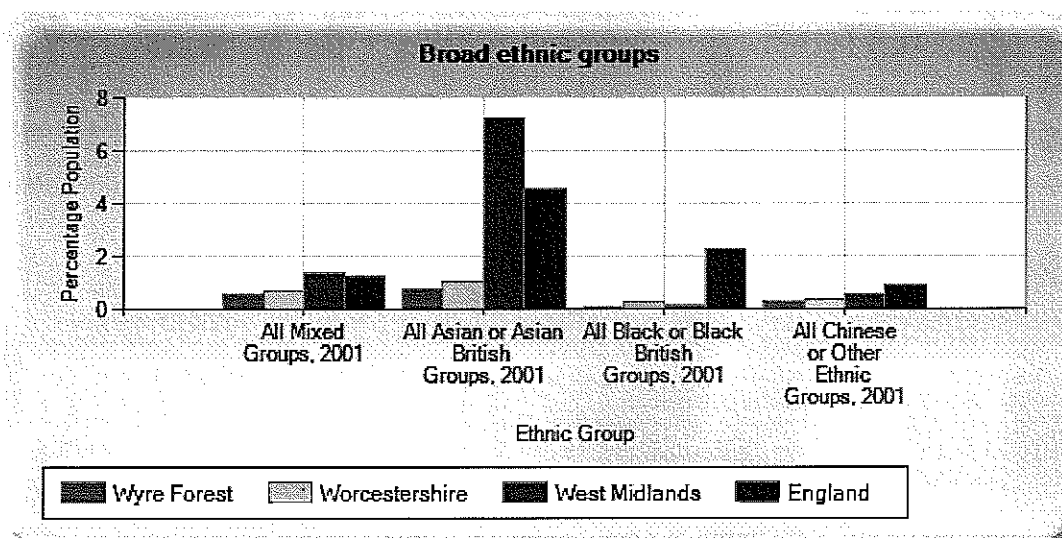
Figures from the 2001 Census show that 96.4% of people in Wyre Forest are White British. This compares to 95.5% in Worcestershire and 87.0% in the whole of England.

98.2% of people in Wyre Forest are from White ethnic groups. This compares to 97.5% in Worcestershire, and 90.9% in England.

### Broad ethnic groups

	Wyre Forest	Worcestershire	West Midlands	England
ⓘ All White Groups (2001)	98.2% (95,203)	97.5% (528,779)	88.7% (4,674,296)	90.9% (44,679,361)
ⓘ All Mixed Groups (2001)	0.6% (569)	0.7% (3,795)	1.4% (73,225)	1.3% (643,373)
ⓘ All Asian or Asian British Groups (2001)	0.8% (807)	1.1% (5,982)	7.3% (385,573)	4.6% (2,248,289)
ⓘ All Black or Black British Groups (2001)	0.1% (143)	0.3% (1,638)	0.2% (9,765)	2.3% (1,132,508)
ⓘ All Chinese or Other Ethnic Groups (2001)	0.3% (259)	0.4% (1,913)	0.6% (30,182)	0.9% (435,300)





**Individual ethnic groups**

	Wyre Forest	Worcestershire	West Midlands	England
White - British % (2001)	96.4% (93,442)	95.5% (517,747)	86.2% (4,537,892)	87.0% (42,747,136)
White - Irish % (2001)	0.7% (634)	0.8% (4,163)	1.4% (73,136)	1.3% (624,115)
White - Other White % (2001)	1.2% (1,127)	1.3% (6,869)	1.2% (63,268)	2.7% (1,308,110)
Mixed - White and Black Caribbean % (2001)	0.3% (259)	0.3% (1,704)	0.8% (39,782)	0.5% (231,424)
Mixed - White and Black African % (2001)	0.0% (33)	0.0% (221)	0.1% (3,683)	0.2% (76,498)
Mixed - White and Asian % (2001)	0.2% (168)	0.2% (1,099)	0.3% (18,160)	0.4% (184,014)
Mixed - Other Mixed % (2001)	0.1% (109)	0.1% (771)	0.2% (11,600)	0.3% (151,437)
Asian or Asian British - Indian % (2001)	0.2% (233)	0.3% (1,640)	3.4% (178,691)	2.1% (1,028,546)
Asian or Asian British - Pakistani % (2001)	0.1% (51)	0.5% (2,917)	2.9% (154,550)	1.4% (706,539)
Asian or Asian British - Bangladeshi % (2001)	0.5% (453)	0.2% (970)	0.6% (31,401)	0.6% (275,394)
Asian or Asian British - Other Asian % (2001)	0.1% (70)	0.1% (455)	0.4% (20,931)	0.5% (237,810)
Black or Black British - Black Caribbean % (2001)	0.1% (85)	0.2% (1,153)	1.6% (82,282)	1.1% (561,246)
Black or Black British - Black African % (2001)	0.0% (46)	0.1% (332)	0.2% (11,985)	1.0% (475,938)
Black or Black British - Other Black % (2001)	0.0% (12)	0.0% (153)	0.2% (9,765)	0.2% (95,324)
Chinese or Other Ethnic Group - Chinese % (2001)	0.1% (131)	0.2% (1,106)	0.3% (16,099)	0.4% (220,681)
Chinese or Other Ethnic Group - Other Ethnic Group % (2001)	0.1% (128)	0.1% (807)	0.3% (14,083)	0.4% (214,619)

In 2001 79.4% of people in Wyre Forest were Christian. This compares to 78.7% of people in Worcestershire and 71.7% in the whole of England.

In England 3.1% of people are Muslim and 1.1% Hindu. The proportion of people with religions other than Christian is lower in Worcestershire than it is across the whole of England.



**Religion**

	Wyre Forest	Worcestershire	West Midlands	England
Ⓐ Christian % (2001)	79.4% (77,036)	78.7% (426,463)	72.6% (3,823,235)	71.7% (35,251,244)
Ⓑ Buddhist % (2001)	0.1% (138)	0.2% (819)	0.2% (9,760)	0.3% (139,046)
Ⓒ Hindu % (2001)	0.1% (117)	0.1% (749)	1.1% (56,668)	1.1% (546,982)
Ⓓ Jewish % (2001)	0.0% (32)	0.1% (396)	0.1% (4,977)	0.5% (257,671)
Ⓔ Muslim % (2001)	0.6% (568)	0.9% (4,774)	4.1% (216,184)	3.1% (1,524,887)
Ⓕ Sikh % (2001)	0.1% (80)	0.1% (703)	2.0% (103,870)	0.7% (327,343)
Ⓖ Other religions % (2001)	0.2% (188)	0.2% (1,123)	0.2% (10,895)	0.3% (143,811)
Ⓗ No religion % (2001)	11.7% (11,333)	12.6% (68,535)	12.3% (647,718)	14.6% (7,171,332)
Ⓘ Religion not stated % (2001)	7.7% (7,488)	7.1% (38,568)	7.5% (394,001)	7.7% (3,776,515)

In 2001, 39.6% of adults in Wyre Forest were single. This compares to 25.5% in Worcestershire and 30.2% in England.

7.5% of adults in Wyre Forest are divorced. This compares to 8.5% in Worcestershire, and 8.2% in England.

**Marital status**

	Wyre Forest	Worcestershire	West Midlands	England
Ⓐ Single - never married % (2001)	39.6% (38,447)	25.5% (111,232)	43.6% (2,296,370)	30.2% (11,861,807)
Ⓑ Married % (2001)	36.9% (35,795)	47.1% (205,541)	35.9% (1,893,590)	43.5% (17,069,327)
Ⓒ Re-married % (2001)	7.2% (6,996)	8.7% (38,087)	5.6% (293,803)	7.4% (2,885,167)
Ⓓ Separated % (2001)	1.7% (1,629)	2.1% (9,139)	1.8% (95,401)	2.4% (941,880)
Ⓔ Divorced % (2001)	7.5% (7,230)	8.5% (37,024)	6.2% (326,941)	8.2% (3,219,960)
Ⓕ Widowed % (2001)	7.1% (6,880)	8.1% (35,424)	6.9% (361,203)	8.3% (3,259,109)

**Household composition**



	Wyre Forest	Worcestershire	West Midlands	England
One Person: Pensioner % (2001)	14.5% (5,854)	13.7% (30,571)	14.3% (308,744)	14.4% (2,939,465)
One Person: Other % (2001)	12.4% (4,990)	12.8% (28,597)	14.5% (312,026)	15.7% (3,210,799)
All pensioners % (2001)	9.7% (3,897)	10.1% (22,609)	9.1% (195,281)	8.9% (1,826,453)
Married couple: No children % (2001)	15.1% (6,090)	15.5% (34,681)	13.2% (285,328)	13.0% (2,656,440)
One family and no others: Married couple: With dependent children % (2001)	18.1% (7,296)	19.4% (43,222)	18.2% (392,050)	17.6% (3,591,335)
Married couple households: All children non-dependent % (2001)	7.6% (3,049)	6.7% (15,059)	6.6% (142,799)	6.0% (1,218,191)
Cohabiting couple households: No children % (2001)	5.3% (2,135)	5.3% (11,798)	4.2% (91,480)	4.8% (976,879)
Cohabiting couple households: With dependent children % (2001)	3.6% (1,449)	3.4% (7,501)	3.4% (72,473)	3.2% (661,073)
Cohabiting couple households: All children non-dependent % (2001)	0.5% (209)	0.4% (861)	0.3% (7,071)	0.3% (66,352)
Lone parent households: With dependent children % (2001)	5.1% (2,048)	4.9% (10,934)	10.1% (216,545)	6.4% (1,311,974)
Lone parent households: All children non-dependent % (2001)	3.3% (1,334)	2.9% (6,375)	3.3% (71,637)	3.0% (622,904)
Other households: With dependent children % (2001)	1.8% (711)	1.7% (3,880)	2.4% (52,304)	2.2% (458,369)
Other households: All student % (2001)	0.0% (0)	0.1% (200)	0.4% (8,058)	0.4% (79,143)
Other households: All pensioner % (2001)	0.3% (127)	0.4% (859)	0.4% (8,376)	0.4% (82,384)
Other households: Other % (2001)	2.7% (1,094)	2.7% (5,960)	2.8% (61,137)	3.7% (749,666)

2001 Census figures show that in Wyre Forest 29.7% of households are owned outright. This compares to 32.1% in Worcestershire, and 25.6% in the whole of England.

#### Tenure

	Wyre Forest	Worcestershire	West Midlands	England
Owned outright % (2001)	29.7% (20,934)	32.1% (71,530)	30.2% (651,389)	25.6% (8,955,855)
Owned with mortgage/loan % (2001)	50.7% (35,766)	43.4% (96,899)	38.6% (832,191)	46.9% (16,413,646)
Shared ownership % (2001)	0.4% (304)	0.5% (1,173)	0.7% (14,486)	0.6% (218,338)
Rented from Council (LA) % (2001)	5.8% (4,116)	7.8% (17,339)	14.3% (307,127)	10.9% (3,810,394)
Rented from HA/RSL % (2001)	6.1% (4,327)	7.5% (16,651)	6.3% (136,517)	4.7% (1,656,730)
Rented from private landlord % (2001)	5.1% (3,567)	5.8% (13,031)	6.4% (137,225)	8.7% (3,032,488)
Rented from other % (2001)	0.8% (547)	2.9% (6,457)	0.2% (3,982)	1.2% (407,633)

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## Contact and Support

If you have any questions or comments on these profiles, or would like any support using them, please contact Miranda Webb in the Research and Intelligence Unit by phone; 01905 822 206 or email; [mwebb1@worcestershire.gov.uk](mailto:mwebb1@worcestershire.gov.uk).



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**SPORTS AND LEISURE  
CENTRE REVIEW  
PANEL**

**16<sup>TH</sup> MARCH 2011**



WYRE FOREST DISTRICT COUNCIL

SPORTS AND LEISURE CENTRE REVIEW PANEL

THE LOOM ROOM, DUKE HOUSE, CLENSMORE STREET, KIDDERMINSTER

WEDNESDAY, 16TH MARCH 2011 (5.00PM)

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**Present**

Councillors: J Baker, H E Dyke, J Greener, J Holden, M B Kelly, F M Oborski, J A Shaw, D R Sheppard and N J Thomas.

**Observers**

There were no members present as observers.

**SLRP.1 Apologies for Absence**

There were no apologies for absence

**SLRP.2 Appointment of Substitutes**

No substitute Members were appointed.

**SLRP.3 Declaration of Interests**

No declarations of interest were made.

**SLRP.4 Election of a Chairman**

Councillor J Baker was elected as Chairman of the Review Panel.

**SLRP.5 Scoping Form**

Members considered the scoping form that had been prepared for the Review. Amendments were made as follows:

- In the Rationale Section it was considered that the wording should be changed from 'preferably zero subsidy payable' to **possibly** zero subsidy.
- In the Barriers Dangers and Risks Section the first section should be changed to read: "There is an existing shared use agreement between the District council and County Council regarding the dual use site at Bewdley (**which also includes the Bewdley Youth Centre**) that needs to be considered as part of the options appraisal."
- In the Financial Implications section the following amendments be made:
- "The aim will be to reduce the overall cost to the Council and to achieve a reduced or **possibly** zero revenue subsidy payable to any third party providers, whilst protecting and sustaining future provision.
- Options 1 and 2 be included into the financial implications.
- In the Co-Opted Members and Expert witnesses section add Councillors Prosser and Hardiman as Members of the Board of Wyre Forest.



### **Agenda Item No. 3**

The amendments to the scoping form would be appended to the minutes.

A Member queried what would happen if the Council kept the existing leisure sites open with the possibility of refurbishing them. He also queried whether the Council would be able to ask the organisation running them to contribute to refurbishment if they had zero subsidy. The Cultural Services Manager clarified that zero subsidy would only be for new build. She clarified that the existing buildings were too old and not fit for purpose and therefore would not significantly be able to reduce running costs. It would also cost the Council more in a management fee. She explained that one of the options would be to refurbish the existing buildings but pointed out that the roof at the Glades needed significant work amongst many other maintenance issues. The plant room at the Glades also needed investment. It was noted that DC Leisure had contributed in partnership towards refurbishment in the past but would not be able to pay the full cost of making the facilities fit for purpose.

#### **Approach**

Members discussed the methods of approach that the review would use. The importance of involving user groups was discussed and also the possibility of holding a consultation through local newspapers. It was noted that the Stourport Project Board had undertaken a consultation with stakeholders of the Stourport Sports Centre already. The consultation had shown that the Stourport Sports Centre was very much valued.

#### **Publicity**

The Director of Community and Partnership Services informed members that a communications plan would be produced.

#### **Forward Work Programme**

A paper was tabled that outlined the proposed work plan for future meetings of the Review Panel. Members discussed the contents of the work programme and it was considered that the next meeting on 23<sup>rd</sup> March 2011 should commence at 3 pm in view of the items to be considered and Members' commitments later in the day.

Members noted that it was proposed that Liz Sheerin from the Stourport Project Board be invited as well as Peter Barnett from Wyre Forest Swimming Club. The meeting would consider at its next meeting a community asset transfer of the Stourport Sports Centre to a club. Sports England had been instrumental in preparing a toolkit for Community Asset Transfer. The next meeting would also discuss potential closure of facilities. Peter Barnett from the Wyre Forest Swimming Club had already formulated ideas about the type of facilities the club would require if a new building was considered to be the best option.

Members discussed the way forward for dealing with the public consultation. It was considered that by 27<sup>th</sup> April 2011 the Review Panel would have formulated options to send to the Community and Regeneration Scrutiny Committee to be forwarded to Cabinet. Cabinet would then be asked to consult with members of the public on the options that the Review Panel had suggested.

It was considered that at least 6 weeks consultation would be necessary. Thereby a consultation would be conducted in July and August and the consultation results would be considered in September with the matter being considered by Cabinet in October 2011.



**Background to the Review**

Papers were tabled regarding to the background of the review. Members noted that visitor numbers to the leisure centres were declining. Although it was noted that visitor numbers to Bewdley were relatively steady. Further Members noted that there had been complaints about cleanliness but Councillor Hardiman had been instrumental in picking up some of the issues raised and these had been taken on board by DC Leisure. The Cultural Services Manager agreed to provide members of the Review Panel with information concerning complaints on the leisure centres to members at the next meeting.

The Cultural Services Manager advised that partnership working with DC Leisure was very good.

*Councillor J Greener left the meeting at this point (6 pm)*

Members considered the work that was currently happening on the review of the leisure centres and noted that an Officer Group had been established to support this Review Panel. Members also received a tabled paper with outlined the demographics of the Wyre Forest district.

A Member suggested that at a future meeting the value of the site and associated demolition costs might be considered. It was also considered that school user groups of the pools should be consulted.

**Agreed:**

1. **The Scoping Form be amended and circulated as an appendix to these minutes.**
2. **Liz Sheerin from Stourport Project Board to be invited to the next meeting on 23<sup>rd</sup> March 2011.**
3. **Peter Barnett from Wyre Forest Swimming Club be invited to the next meeting on 23<sup>rd</sup> March 2011.**
4. **The time of the next meeting be brought forward to 3 pm instead of 4 pm.**
5. **The Director of Community and Partnership Services to produce a time line for the consultation process.**
6. **The Cultural Services Manager to furnish Members of the Review Panel with details of complaints that had been received regarding the Leisure Centres.**
7. **That school users of the pools be consulted as part of the consultation process.**

**SLRP.6 Dates of Future Meetings**

23<sup>rd</sup> March 2011, 3 pm, Loom Room, Duke House  
13<sup>th</sup> April 2011, 4 pm, Loom Room, Duke House  
27<sup>th</sup> April 2011, 4 pm Loom Room, Duke House

The meeting ended at 6.05 pm.



**Scrutiny Committee & Review Panel****Scoping Paper**

<b>Preliminary Information</b>	
<b><u>Title of Exercise</u></b>	<b>Strategic options appraisal for the future management of sports and leisure centres in the District</b>
<b>Lead Committee</b>	Community and Regeneration Scrutiny Committee
<b>Chair of Review Panel</b>	To be appointed
<b>Client Officer Support</b>	Kay Higman, ext 2902
<b>Aims and Objectives</b>	
<b>Terms of Reference</b> Purpose of group/strategic objectives.	<p>To provide further detail on the options presented at the Cabinet meeting in January 2011. These will then be considered by the Scrutiny Panel with a recommendation to Cabinet in June 2011.</p> <p>Possible review group meeting dates would be 16<sup>th</sup> March 5pm, 23<sup>rd</sup> March <b>3pm</b>, 13<sup>th</sup> April 4pm, 27<sup>th</sup> April 4pm.</p> <p>The Cabinet member could also be invited to give evidence.</p>
<b>Rationale</b> Key issues and/or reasons for doing the review.	<p>The Council currently manages 3 sports and leisure centres through DC Leisure, Wyre Forest Glades Leisure Centre. Stourport Sports Centre and Bewdley Leisure Centre. The Leisure Centre buildings and the facilities within them are potentially coming towards the end of their useful life.</p> <p>The current leisure management contract ends in March 2013; options are being considered now, as a matter of urgency, to allow sufficient transition time to any new arrangement.</p> <p>An extension of the existing contract will increase costs both through the management fee (one factor would be the increase in fuel prices) and particularly also with increased maintenance costs.</p> <p>The unprecedented pressure on current budgets makes such ongoing increases potentially unaffordable to the Council. The Council's aim would be to operate the centres at a reduced or <b>possibly</b> zero subsidy payable to any third party provider. Maximising income from the sports and leisure centres would also be a priority.</p>



<p><b>Review Objectives</b> Specify exactly what the review should achieve.</p>	<p>Following a full appraisal of the options available to the Council for the provision of sports and leisure facilities, the Scrutiny Committee would then be able to give a clear recommendation to the Cabinet and the Council on the most affordable and sustainable option.</p>
<p><b>Barriers, Dangers and Risks</b> Identify any weaknesses and potential pitfalls.</p>	<p><u>There is an existing shared use agreement between the District Council and County Council regarding the dual use site at Bewdley (<b>which also includes the Bewdley Youth Centre</b>) that needs to be considered as part of the options appraisal.</u></p> <p><u>Whilst it is not mandatory to provide leisure centres, these facilities provide valued community assets which improve quality of life, health and well being and make a major contribution to meeting the needs of the District's more deprived communities.</u></p> <p>EU Procurement legislation will be considered for all options.</p> <p>There are potential implications for employees and service users that must be considered in legal terms and within the communication/media plan.</p>
<p><b>Financial Implications</b> How much money is needed and where will the money likely to come from?</p>	<p>The full options appraisal will involve a detailed financial analysis of the options available to the Council. The aim will be to reduce the overall cost to the Council and to achieve a reduced or <b>possibly</b> zero revenue subsidy payable to any third party provider, whilst protecting and sustaining future provision.</p> <p><b><i>The options to be considered are:</i></b></p> <p><b><i>Option 1 Status Quo with or without refurbishment of centres</i></b></p> <p><b><i>Option 2 – Potential closure of one or more of the sites with a potential for Community Asset Transfer.</i></b></p> <p><b><i>Option 3 – Provision of a new build centre</i></b></p> <p>The costs of prudential borrowing under option 3 (provision of a new build leisure centre or potentially under the other options for refurbishment) are a key factor in the options appraisal. However, Option 3 is predicated on the assumption that the total cost of any new provision would be significantly less than the current service.</p> <p>A sum of up to £35,000 for site appraisal work has been agreed to be funded from General Reserves.</p>