

AGENDA ITEM NO 6

TITLE: Stage II Service Review – Sports & Health Development Services

Committee: Commercial Services Committee

Date: 3rd March 2015.

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[P196]

1.0 ISSUE

1.1 Members are asked to note and endorse the findings of the Service Review Group who have completed a review of the Council's Sports and Health Development service functions.

2.0 RECOMMENDATIONS

2.1 To approve the Stage II Sport and Health Development Service Review Report and draft Improvement Plan.

2.2 To agree the recommendation that the Council no longer provides sports development services as defined within the Sport and Physical Activity Strategy 2013-17 and the Stage II report at Appendix 1.

2.3 To instruct the Chief Executive to delete the vacant post of Sports and Health Development Officer (DFE58), and to proceed with recruiting a new post 'Business Development Officer – Leisure', based on the job description and terms set out within the Improvement Plan.

2.4 To note the budgetary implications of the Service Review Group's recommendations and implementation of the Improvement Plan. Agree that the £7,119 savings identified within the Improvement Plan will be ring fenced for either re-recruitment of the post if required, or to contribute to a £10k Local Health and Well Being Action Plan implementation budget from 1st April 2015.

2.5 To agree that the Environmental Services Manager coordinates the development of an East Cambs Health and Well Being Strategy to be approved by Regulatory and Support Services Committee.

3.0 BACKGROUND/OPTIONS

3.1 The review of the Council's Sport and Health Development functions was instigated by Community and Environment Committee on 8th May 2014, following consideration by Members of the recommendations

made in a 'deep dive' review by EELGA in October 2013, to inform the future structuring and staffing of services.

- 3.2 Members were asked to approve the Terms of Reference and Timetable for the service review at the Community & Environment Committee meeting on 8th May 2014, and to note the Stage I report.

4.0 ARGUMENT/CONCLUSION

- 4.1 At its first meeting the Service Review considered an appraisal of the services currently provided by the Council under the remit of 'sports development' and 'health development'. The appraisal looked at what we currently do; why we do it; how it contributes to delivering the corporate objectives and priorities; the current resource requirements; the likely impact of no longer providing the current services; and who else could deliver them if the Council no longer did.

- 4.2 The Service Review Group also considered the outcome of a benchmarking exercise with local authorities of an equivalent size, and a questionnaire was issued to Forest Heath District Council (FHDC), Huntingdonshire District Council (HDC) and East Northamptonshire (ENDC) District Council. ENDC did not respond to the questionnaire, but the review group was able to draw the following conclusions from the responses that were received:

- 4.2.1 The Council invests £12,293 into a programme budget per year for sport development services, which is significantly less revenue than other, equivalent size authorities (16 times less than HDC and 3 times less than FHDC). These authorities are also able to use their bigger revenue budgets to match funding and secure Sport England's Sportivate grant funding, which this Authority is unable to do.

- 4.2.2 The Council allocates less staff time at 20% of a full time post, to sport development programmes and services, (23 times less than HDC and 9 times less than FHDC).

- 4.2.3 Overall the Council delivers a much smaller range of direct delivery sports programmes than equivalent authorities. In Forest Heath, the leisure Trust rather than the Council now leads on driving up participation as this directly improves the numbers accessing facilities and services. Many of the large national leisure operators now also provide sports development services as part of their contract arrangement, where they manage a portfolio of three or more facilities, and they increasingly lead delivery of community based activities and events.

- 4.2.4 The Council owns the smallest number of leisure facilities but has the largest number of trusts involved in managing leisure assets in the area.

- 4.2.5 All local authorities currently lead on the strategic planning for facility provision and investment planning in their area.

- 4.2.6 HDC allocate £0.5m p/a in their capital programme for maintenance and £2.9m capital for refurbishment up to 2019. FHDC allocate £86k p/a in capital programme for maintenance and £525k p/a in the capital plan for refurbishment. This Council currently makes no annual allocation within its capital programme for maintenance or refurbishment (except to the Paradise Pool facility) and provides £27,984 per year of funding the leisure trusts to contribute to their operational overhead costs.
- 4.2.7 There are very different levels of funding currently provided from Public Health to individual Councils to address health inequalities.
- 4.3 The Review Group concluded that the Council cannot demonstrate a clear impact from its sport development activities and investment, as participation rates are falling within the District. There are alternative ways of delivering these activities, which could be led by the facility operators rather than the Council, and may have greater impact as the operators have a vested interest growing participation and driving up memberships to improve their own income generation.
- 4.4 The Sports Consultancy (TSC) were appointed by the Council in July 2014, to complete an audit and assessment of indoor sports facilities, and to use this assessment to produce an indoor sports facility strategy and action plan for East Cambridgeshire. This work has highlighted:
- 4.4.1 Declining public satisfaction and a history of under investment in the majority of indoor leisure facilities in the District.
- 4.4.2 Most of the leisure Trusts are unable to generate sufficient surpluses, or have sufficient reserves, to drive a refurbishment and redevelopment programme.
- 4.4.3 There is a need to develop costed, strategic facility priorities that focus on driving up participation and improving the viability of centres.
- 4.4.4 There is a need to look at options around the current management arrangements for existing facilities, to see if there are any alternative arrangements that could improve viability through, for example, cross subsidisation, or attracting third party capital investment.
- 4.4.5 The District Council has a key role to play in facilitating the work needed, and needs to ensure it has the right skills and experience to take the indoor sports facility strategy through to implementation.
- 4.5 The Review Group have considered the findings of the assessment and the task set by Commercial Services Committee on 13th January 2015 to consider the skills and technical expertise required to deliver the action plan within the Stage 2 service report. Following consideration, the Service Review Group's recommendation within the Draft Improvement Plan is that the vacant post of Sport and Health Development Officer is deleted by the Chief Executive, and a new post be created that will have focus on improving the sustainability of sport facilities and services in the District.

4.6 The Service Review Group also recommended that a Corporate Health and Wellbeing Strategy be developed for the District, which identifies the key challenges and ensures alignment of public services to agreed priorities. The Health and Wellbeing Strategy will need input from Planning, Economic Development, Housing and Environmental, and Community and Leisure Services. From the Strategy a Health and Wellbeing action plan will be developed which will be endorsed by Regulatory and Support Services Committee.

5.0 FINANCIAL IMPLICATIONS/ EQUALITY IMPACT ASSESSMENT

5.1 A draft job description for the post of Business Development Officer - Leisure has been evaluated and with the cessation of sport development activities in recommendation 2.2, will create an annual saving to the Council of £7,119 from budgets SR001-14.

5.2 The Health and Wellbeing Strategy for East Cambridgeshire will be delivered within existing Officer time.

5.3 An Equality Impact Assessment (INRA) is attached at Appendix 2.

6.0 APPENDICES

6.1 Appendix 1 – Stage II Report and Appendices

6.2 Appendix 2 – INRA

Background Documents	Location	Contact Officer
Stage I Report – Community and Environment Committee – 8 th May 2014.	Rm FF115 The Grange Ely	Allison Conder, Principal Community and Leisure Services Officer (01353) 665555 e-mail: allison.conder@eastcambs.gov.uk

DRAFT FINAL REPORT

**SERVICE REVIEW OF THE COUNCILS SPORTS AND HEALTH DEVELOPMENT
FUNCTION**

C O N T E N T S

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REVIEW OF SPORTS AND HEALTH DEVELOPMENT SERVICES

1.0 INTRODUCTION

1.1 Background

1.1.1 The review of the Councils' Sport and Health Development functions was instigated by Community and Environment Committee on 8th May 2014, following consideration by Members of the recommendations made in a 'deep dive' review by EELGA in October 2013, to inform the future structuring and staffing of services.

1.2 Review Team

1.2.1 The review was undertaken by the Principal Leisure and Community Services Officer; Environmental Services Manager; Councillor Richard Hobbs; Councillor Kevin Ellis; Councillor Hazel Williams; and Councillor Josh Schumann.

1.3 Timetable

1.3.1 The timetable for the completion of the review is outlined below:-

DATE	MEETING/COMMITTEE	REPORT/PURPOSE
8 th May 2014	Community & Environment Committee	<ul style="list-style-type: none"> • Terms of Reference • Stage One Report
End May 2014		Commission the two stages of the Leisure Facility Strategic Needs Assessment work
16 th June 2014	Service Review Group meeting	<ul style="list-style-type: none"> • Review of Stage 1 report and service review objectives • Baseline review - what we do at the moment, why we do it, how it contributes to delivering the corporate priorities, what the impact would be of not doing it and who provides it/could provide it. • Agree any further evidence required to enable full consideration of potential options for sport development, physical activity and preventative health
4 th August 2014	Service Review Group meeting	<ul style="list-style-type: none"> • Benchmarking review of services currently provided by the Council for sport development, sports facilities, health and well being, compared to neighbouring or similar sized authorities
19 th December 2014	Service Review Group meeting	<ul style="list-style-type: none"> • Review of Indoor Sports Facility Strategy and recommendations

		<ul style="list-style-type: none"> Update on New Leisure Centre development and timetable
12 th February 2015	Service Review Group meeting	<ul style="list-style-type: none"> Identification of preferred model for implementation and its resourcing
3 rd March 2015	Commercial Services Committee	<ul style="list-style-type: none"> Stage Two Report Implementation Plan

1.4 Terms of Reference for the Review

1.4.1 Community and Environment Committee agreed the Terms of Reference of the Review on 8th May 2014 (Ref: Agenda Item 12 Appendix 1). It was agreed at the first meeting of the Service Review Group on 16th June 2014 that the Terms of Reference were accurate, although it was noted that since the report, a Member Champion had been appointed and should be invited to join the review. Councillor Josh Schumann was duly invited to join the service review, which meant that the Review Team had three majority group representatives, and not two as originally detailed in the documentation.

1.5 Initial issues identified by Review Team

- The breadth and impact of current service programmes which aim to increase participation in sport
- Progress with the development of the new leisure centre
- Priorities identified within the Indoor Sports Facility Strategy and Action Plan as being a crucial part of any future service development
- County level health and well being priorities but a lack of focus around East Cambs priorities and partnership buy-in

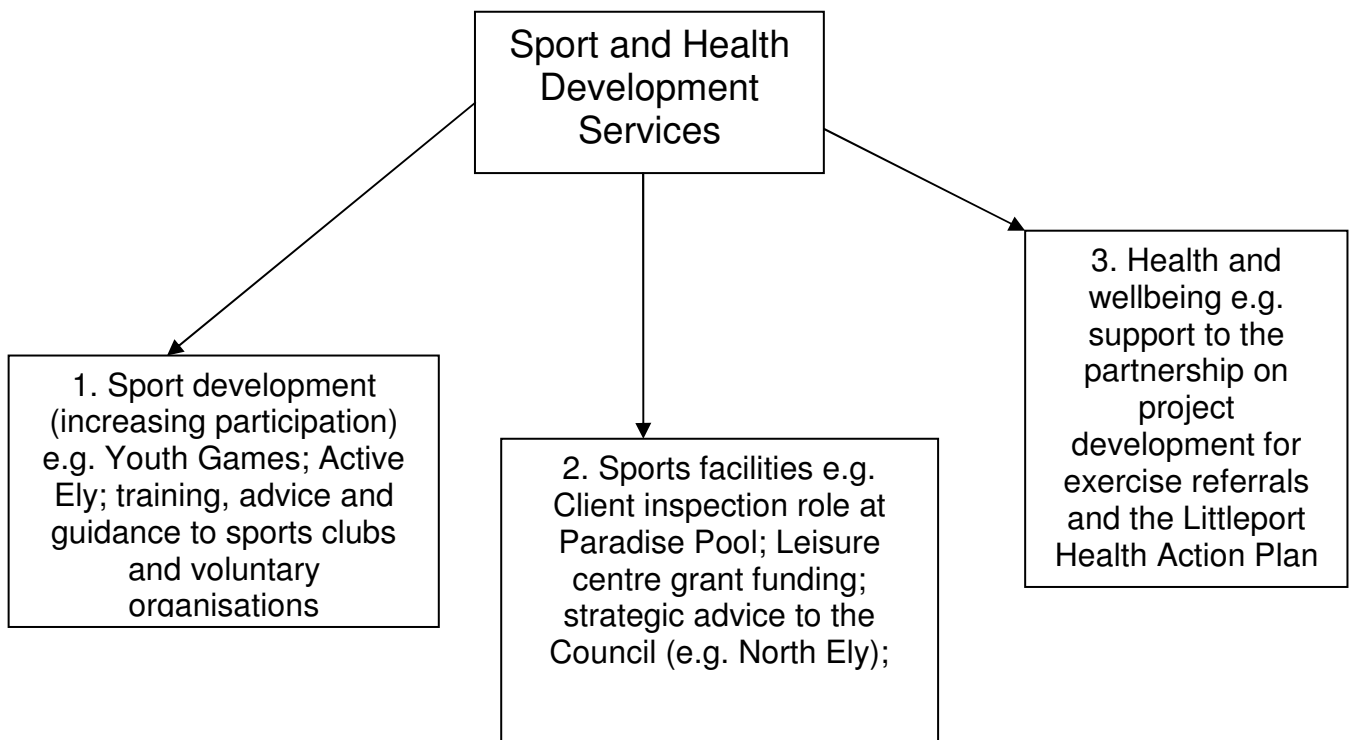
2.0 **DESCRIPTION OF SERVICE**

2.1 Description of Sports and Health Development Service Functions

2.1.1 The Council's Sports and Health Development service functions are focussed on three key areas of work; Sport Development (i.e. increasing participation in sport); sports facilities (i.e. ensuring cost effective and financially sustainable facilities); and health and well being (i.e. activities to reduce preventable health diseases).

2.1.2 The services are not statutory requirements for the District Council, which currently provides officer time; member support and budget allocation for delivery against a four year Sport and Physical Activity Strategy and preventative health priorities identified by the Local Health and Well Being Partnership; and for grant funding to the leisure centres.

2.1.3 The scope of sport and health improvement services are set out in the diagram below:-



2.1.4 Baseline review of the Sport Development Function

Why do we do this?	<ul style="list-style-type: none"> • EC had declining rates of sport participation between 2005 and 2010 33% to 29%, but this recovered to 31% in 2011 • A govt priority to enable people to 'take on and keep a sporting habit for life' • No statutory requirement, a discretionary service but the Council has an approved Sport, Health and Physical strategy till 2017
What do we do?	<ul style="list-style-type: none"> • 2014/15 piloting a green open space physical activity programme • Youth Games • Advice and guidance to sports clubs and voluntary organisations • £12,293 total programme budget
How does it contribute to the corporate objectives and priorities?	<ul style="list-style-type: none"> • Corporate objective 2 – improving quality of life
What is the impact of not delivering the service?	<ul style="list-style-type: none"> • No performance data available to assess the Council's impact on growing participation (no leisure card scheme at facilities) • It is unlikely that sport participation levels would change if the Council ceased its sport development activity
Who provides it/could provide it?	<ul style="list-style-type: none"> • The District Council approx 20% of a F/T post • Many private operators now employ a Sports development Officer if they operate 3+ facilities in an area

2.1.5 Baseline review of the Sports Facility Service Provision

Why do we do this?	<ul style="list-style-type: none"> • Sport participation is linked to having the right facility in the right place which is sustainable for the longer term • No statutory requirement, a discretionary service but Local authorities are best placed to undertake strategic planning for sustainable facilities
What do we do?	<ul style="list-style-type: none"> • Contract management of Paradise Pool £126k per year • Grants to individual leisure trusts totalling £27,232 per year • Needs assessment work for a new leisure facility in Ely and a support role for Littleport redevelopment • Support to individual centres with their business planning and applications for funding • Support to North Ely facility requirements
How does it contribute to the corporate objectives and priorities?	<ul style="list-style-type: none"> • Priority 7 - To provide a detailed costed plan for the development and construction of a new District Leisure facility by end 2014. • Corporate objective 2 – improving quality of life
What is the impact of not delivering the service?	<ul style="list-style-type: none"> • No facility planning work would take place • Many of the leisure assets are not currently sustainable, require upgrading and investment. A strategy is required to enable the right investment to sustain the right facilities in the right locations.

	<ul style="list-style-type: none"> No performance data available to show the impact of the Council's work with existing leisure assets.
Who provides it/could provide it?	<ul style="list-style-type: none"> The District Council is best placed to undertake strategic planning for sustainable facilities and to secure private sector interest and investment

2.1.6 Baseline review of the health and well being service delivery function

Why do we do this?	<ul style="list-style-type: none"> No statutory requirement as this sits with the County Council, but District Council engagement is vital to ensure a coherent picture of health needs, local assets and possible commissioning recommendations
What do we do?	<ul style="list-style-type: none"> A £5k budget contribution to jointly commissioned services Influencing e.g. County H&W strategy priorities, commissioning plans If best placed, lead delivery for preventative health programmes Two business cases are being developed for Universal Falls Prevention and Exercise referral. An joint action plan for Littleport which has the poorest health outcomes in the District
How does it contribute to the corporate objectives and priorities?	<ul style="list-style-type: none"> Corporate objective 2 – improving quality of life
What is the impact of not delivering the service?	<ul style="list-style-type: none"> Diminished local knowledge with no strategic input ensuring a coherent voice about the District health priorities Gaps in provision arising from commissioning would not be tackled e.g. falls prevention. The District is able to work directly with leisure trusts and facilities to deliver locally targeted activity. No performance data available to measure the Council's impact in preventative health
Who provides it/could provide it?	<ul style="list-style-type: none"> District Council strategic input required at the LH&WBP Most commissioning is done at the County level and there are limited opportunities for District Council's to take forward delivery directly

2.2 Objectives of Sports and Health Development Service Functions

2.2.1 Sport Development objectives:-

- East Cambs had declining rates of sport participation between 2005 and 2010 33% to 29%, but this recovered to 31% in 2011
- A govt priority to enable people to 'take on and keep a sporting habit for life'
- A discretionary service but the Council has an approved Sport, Health and Physical strategy till 2017

2.2.2 Sport Facility objectives:-

- Sport participation rates are linked to having the right facility in the right place which are sustainable for the longer term
- A discretionary service but Local authorities are best placed to undertake strategic planning for sustainable facilities

2.2.3 Health and well being objectives:-

- Reducing preventable health diseases
- No statutory requirement as this sits with the County Council, but District Council engagement is vital to ensure a coherent picture of health needs, local assets and possible commissioning recommendations

2.3 Links to District Council Corporate Objectives

2.3.1 The table below links the aspirations of Sports and Health development functions to the District Council's Corporate Objectives agreed by Full Council in May 2013.

Table 1- Links between the District Council Priorities and Council's Sports and Health development service functions

Corporate Objective	Service Objective
To run an efficient and effective Council to deliver best value for our residents	Sport and health services work in partnership wherever possible to maximise the impact of the Council's resources.
To build the foundations for the growth of East Cambridgeshire's economy by supporting job and wealth creation, while improving the quality of life and the environment	Sport and health services aim to provide an accessible infrastructure for the growing population of East Cambridgeshire to adopt active and healthy lifestyle and to reduce health inequalities and preventable diseases.

2.4 Resourcing Sports and Health development service functions

District Council Resources

2.4.1 The approved District Council budget for the Council's Sports and Health development service functions in 2014/5 is £379,790 (which includes £242,546 for the contracted out service for the management and operation of Paradise Pool), can be broken down as follows:-

SR001-14 Sport and Leisure budget	
Salaries	£91,239
Expenditure	£47,285
Income (Moorings)	-£1,280
Total SR001	£137,244

PO001 Paradise Pool budget	
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Salaries	£5,506
Expenditure	£249,138
Income (Lease)	-£12,098
Total SR001	£242,546

2.4.2 Staffing resources comprise 1 full time Sport and Health Development Officer post, and a proportion of a Principal Officer post, Environmental Services Manager post and a Community Development Officer post which provides administrative support to the Local Health and Well Being Partnership. In total, there is £96,745 salary costs associated with delivery of the Council's sports and health service functions.

2.4.3 Service Planning Targets and Performance

Service Area	Source	Measure	Target
Sport Development services	Sport and Physical Activity Strategy 2013 - 2017	Increase sport and physical activity participation through specific and targeted services	1% year on year increase on baseline data from Sport England Active People Survey
Sports facility service provision	Corporate Priority No.4	None	To commence the construction of a new District Leisure facility by end of 2015
Health and Well Being	None	None	None

3.0 **OUTCOMES OF THE REVIEW**

3.1 Policy

Policy will depend on the outcome of the review, but could include

- (i) Defined principles of why we are a partner organisation in delivering particular sport development and preventative health outcomes in the District.
- (ii) Defined priorities and objectives for the Council around the sport development and physical activity.
- (iii) Defined priorities and objectives for supporting leisure facilities
- (iv) Defined priorities and objectives around the preventative public health agenda
- (v) An assessment of the resources (time and financial) required to support the policy, and details of how the staffing requirement will be met.

3.2 Performance/Operation

- (i) Review of the scope, focus and resourcing of sport development and preventative health services in neighbouring District Council's

- (ii) Review and examine in more detail the options, risk assessments and recommendations of the Deep Dive Report undertaken by East of England Local Government Association (EELGA)
- (iii) Identify if there are any additional options not considered by EELGA.
- (iv) Undertake public and key stakeholder consultation on the options.
- (v) Review the findings of the Leisure Facility Strategic Needs Assessment work.

3.3 Resources

- (i) Achievement of efficiency or value for money service provision.
- (ii) Consideration of partners contributions (staff and financial).

4.0 COMPARE

4.1 Methodology

4.1.1 There are no Best Value Performance Indicators specifically covering the delivery of the service, so the review group agreed that comparative analysis would rely on the undertaking a benchmarking exercise of the council's current sport and health service provision with that provided by either neighbouring or equivalent sized authorities. A benchmarking questionnaire was sent to Hunts DC, Forest Heath DC and East Northants DC, and is attached at Appendix A. East Northants District Council did not respond to the request for information, but a summary of the responses received from Hunts DC and Forest Heath are summarised below.

4.2 Comparisons with other Local Authority areas

4.2.1 Sport Development Services

Hunts District Council:-

Details of any Local Authority led Sport and Club Development Programmes (type of programme, objective, performance measures/outcomes etc)	Cost breakdown	Staffing (hours per week)	In-house or contracted staff time?	How is the cost met? (internal or external funding)
Sport Development Programmes including: - School Holiday programmes - Sports Leaders Throughput/Participants/Value for money/satisfaction etc.	<u>2013/14</u> £18k	Variable staff support, no set pattern. More during school holiday periods.	In-house Some sub-contracted coaches from external organisations /delivery partners included in costs	<u>2013/14</u> HDC: £8.5k Income & Fees: £9.5k
DASH Phase II (Delivering Activity & Sport in Huntingdonshire) Including Adult Sports Tasters & Street Sports Throughput/Participants/Value for money/satisfaction etc.	<u>Year 1</u> Total: £82.4k	64hrs + per week plus variable hours support (37 + 20 + casual staff + 7hrs mgmt support [20% FTE])	In house Some sub-contracted coaches from external organisations	<u>Year 1</u> Total: £82.4k HDC: £16k Comm Safety: £5k Course Fees: £2.1k

			/delivery partners additional to hours but included in costs	In Kind: £13.1k Lottery: £46.2k
Disability Sport & Equity Programmes Throughput/Participants/Value for money/satisfaction etc.	<u>2013/14</u> £34.7k	1 FTE plus variable hours support & small amount of admin support	In-house Some sub-contracted coaches from external organisations /delivery partners additional to hours but included in costs	<u>2013/14</u> HDC: £33.9k Income & Fees: £0.8k
Huntingdonshire Health Walks	<u>2013/14</u> £25.9k	Approx. 0.4 FTE SDO	In-house Plus Volunteers (equiv to approx. £15k per annum value)	<u>2013/14</u> HDC: £9.9k Public Health: £15.9k Income & Fees: £0.1k
Right Start (group exercise classes for older adults)	<u>2013/14</u> £29.1k	Approx 0.9 FTE SDO plus variable hours coaches/instructors	In-house	<u>2013/14</u> HDC: £11.1k Other: £1k Income & Fees: £17k
Exercise Referral	<u>2013/14</u> £76.1k	Approx 2.3 FTE Plus variable hours fitness consultants	In-house	<u>2013/14</u> HDC: £27.2k Public Health: £24.2k Income & Fees: £23k Other: £1.7k
Cardiac Rehabilitation Community Group Exercise Classes	<u>2013/14</u> £7.7k	Approx 0.3 FTE Plus variable house coaches/instructors	In-house	<u>2013/14</u> HDC: £0 Public Health: £0.5k Income & Fees: £6.9k Other: £0.3k
Outdoor Exercise Classes	<u>2013/14</u> £1.4k	Approx 0.1 FTE Plus variable hours coaches/instructors	In-house	<u>2013/14</u> HDC: £1.4k
Total	£275,300	7 fte staff	All in house	HDC £80,800

Forest Heath DC:-

Details of any Local Authority led Sport and	Cost breakdown	Staffing (hours per week)	In-house or contracted	How is the cost met? (internal
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Club Development Programmes (type of programme, objective, performance measures/outcomes etc)	n		staff time?	or external funding)
Street Sports	£25k p/a	14 hours per week	In house	External funding
Health Walks	£2k p/a	2 hours		Internal funding
Active for Life	2 x full time instructors £35k p/a	74 hours	In house	Internal funding
Total	£62,000	2.5 fte staff	All in house	£37,000

4.2.2 Facility Support Services

Hunts District Council:-

Has the Council completed any strategic needs assessment for indoor and outdoor leisure facilities? If so when were they completed?	The most recent was a Sports Facility Strategy in 2009 which is due for update but it wasn't a full strategic needs assessment.
Details of any Local Authority owned indoor and outdoor leisure facilities	One Leisure Huntingdon One Leisure St Ives Indoor One Leisure St Ives Outdoor One Leisure St Neots One Leisure Sawtry One Leisure Ramsey www.oneleisure.net Park sites with outdoor sports facilities (Huntingdon & St Neots)
How much funding does the Council invest in operating and maintaining its own facilities annually?	One Leisure Net Service Budget 13/14 £381k* Does not include recharges or capital costs Conditions Survey: Future maintenance £300k-£500k per annum Plus replacement fitness equipment programme
Is there a planned programme of refurbishment or replacement of these facilities, and what is the expected investment by the council over the next 2, 5 and 10 years?	Conditions Survey: Future maintenance and Replacement Fitness Equipment £2.6m to 2019 Follows extensive investment programme over last 5 years
How much funding does the council provide in the operation and maintenance of facilities owned and managed by a third party annually?	Nil
Will the authority be investing in upgrading any facilities that are not within its ownership over the next 2, 5 and 10 years?	Not to my knowledge (we have made a loan to Huntingdon Gymnastics Club in 2013/14)
What staffing resources are provided in-house for facility development work? (no. posts, hours per week etc)	It is just part of the day job for both the sports development team and the One Leisure Managers. Impossible to identify?
Is there any specialist technical	Operational expertise.

knowledge or skills within this staffing resource? (please provide a breakdown of posts, level and any specialist recruitment requirements)	Significant experience in grant applications.
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Forest Heath DC:-

Has the Council completed any strategic needs assessment for indoor and outdoor leisure facilities? If so when were they completed?	Anglia Community Leisure is the Strategic lead for physical activity and sports development and there is no dedicated resource within the Council to deliver this activity. Playing Pitch and Built Facilities Strategies Brief for Commissioning complete and ready for procurement process. Feasibility on future of Scaltback School (school closed as part of SOR) – to be completed in the forthcoming months.
Details of any Local Authority owned indoor and outdoor leisure facilities	Newmarket Leisure Centre (including ATP) Mildenhall Dome Mildenhall Swimming Pool Brandon Leisure Centre George Lambton Playing Fields - pitches
How much funding does the Council invest in operating and maintaining its own facilities annually?	£86k p/a for maintenance. Additional capital allocation of £525k is maintained within the Council's plans to carry out additional maintenance. This amount is rolled over each year if not used.
Is there a planned programme of refurbishment or replacement of these facilities, and what is the expected investment by the council over the next 2, 5 and 10 years?	Replacement of Mildenhall Dome and Swimming into one facility as part of a wider partnership hub. Feasibility study near completion.
How much funding does the council provide in the operation and maintenance of facilities owned and managed by a third party annually?	£623k to leisure trust and operational maintenance is included in this management fee.
Will the authority be investing in upgrading any facilities that are not within its ownership over the next 2, 5 and 10 years?	No
What staffing resources are provided in-house for facility development work? (no. posts, hours per week etc)	½ x full time Development Director 40% x full time Health and Fitness Development Manager ½ x full time Swimming Development Manager Each post 18.5 hours per week £53k estimated staff resource
Is there any specialist technical knowledge or skills within this staffing resource? (please provide a breakdown of posts, level and any specialist recruitment requirements)	Project Management Operational Management Fitness Management

4.2.3 Health and Well Being

Hunts District Council:-

How does sport development link to the health and well being agenda within your local authority?	The Sport & Active Lifestyles team lead on physical activity related to the health and wellbeing agenda. Both the Community Division and the Leisure and Health Division are represented on the Hunts Health & Wellbeing partnership. Some of the sports development programmes are grant aided/part commissioned by Public Health at CCC (until March 2015)
What key areas of the health and well being agenda is your authority working on over the next 12 months?	Looking at all areas with aim of making current programmes more sustainable in current environment. Falls prevention. Future of exercise referral.
What is the funding commitment of your authority to health and well being activity?	14/15 Sport & Active Lifestyles: £179k (see above for individual programmes – exercise referral, health walks etc) Excludes capital and internal recharges Excludes Parks, One Leisure, Countryside Services (£357k)
What staffing resources are provided in-house for health and well being work? (no. posts, hours per week etc)	Sport & Active Lifestyles: approx. 4.5FTE working across programmes and projects (SALT Manager, Senior SDO, 2FT SDOs, 0.5 Support Officer)

Forest Heath DC:-

How does sport development link to the health and well being agenda within your local authority?	This is an area of development. Staff are being trained in Make every Contact Count (MECC) and up skilled to become a Health and Wellbeing Practitioner. The priorities of the Health and Wellbeing Board have been aligned with ours, as we as examples of how these are delivered.
What key areas of the health and well being agenda is your authority working on over the next 12 months?	Partnering with health providers e.g.: Live well Suffolk. Creating opportunities to build links with health partners. The trust in partnership with Abbeycroft Leisure and South Suffolk Leisure create a health position e.g.: Health improvement Manager, which will work across all locations. The 3 trusts are also in the process of joint bidding to Sport England funding to look at wider health and wellbeing priorities.
What is the funding commitment of your authority to health and well being activity?	The Council has 8 community officers of which one has a remit for health, amongst other priorities.
What staffing resources are provided in-house for health and well being work? (no. posts, hours per week etc)	Estimated 20% of the community officer for health position The trust is committed to developing a Health Improvement Manager but aspirations to introduce above position.

4.2.4 Conclusions from the Benchmarking Process

Sport and Health development services and resourcing are very different in each District and have evolved over time in response to a variety of factors including resourcing. The key conclusions that the service review group were able to draw from the benchmarking exercise were as follows:-

4.2.4.1 The Council invests £12,293 into a programme budget per year for sport development services, which is significantly less revenue than other, equivalent size authorities (16 times less than HDC and 3 times less than FHDC). These authorities are also able to use their bigger revenue budgets to match funding and secure Sport England's Sportivate grant funding, which this authority is unable to do.

4.2.4.2 The Council allocates less staff time at 20% of a full time post, to sport development programmes and services, (23 times less than HDC and 9 times less than FHDC)

4.2.4.3 Overall the Council delivers a much smaller range of direct delivery sports programmes than equivalent authorities. In Forest Heath, the leisure Trust rather than the Council now leads on driving up participation as this directly improves the numbers accessing facilities and services. Many of the large national leisure operators now also provide sports development services as part of their contract arrangement, where they manage a portfolio of three or more facilities, and they increasingly lead delivery of community based activities and events.

4.2.4.4 The Council owns the smallest number of leisure facilities but has the largest number of trusts involved in managing leisure assets in the area.

4.2.4.5 All local authorities currently lead on the strategic planning for facility provision and investment planning in their area.

4.2.4.6 HDC allocates £0.5m p/a in their capital programme for maintenance and £2.9m capital for refurbishment up to 2019. FHDC allocate £86k p/a in capital programme for maintenance and £525k p/a in the capital plan for refurbishment. This Council currently makes no annual allocation within its capital programme for maintenance or refurbishment (except to the Paradise Pool facility) and provides £27k per year of funding the leisure trusts to contribute to their operational overhead costs.

4.2.4.7 There are very different levels of funding currently provided from Public Health to individual Council's to address health inequalities.

4.2.5 Overall the Review Group concluded that the Council could not demonstrate a clear impact from its sport development activities and investment, as participation rates are falling within the District according to Sport England's Active People data. There are alternative ways of delivering these activities, which could be led by the facility operators rather than the Council that may have greater impact, as the operators have a vested interest growing participation and driving up memberships to improve their own income generation.

5.0 CONSULT

5.1 Methodology

5.1.1 The service review group did not require any consultation beyond the benchmarking questionnaire within other local authorities during the Stage II review process.

6.0 CHALLENGE

6.1 Basis of the Service

6.1.1 The provision of Sport and Health development services functions are discretionary. However, the District Council has in place a Sport Development Strategy 2013-17 and in January 2015; an indoor sport facility strategy and action plan completed in January 2015, and the Council has as a corporate priority for the development of a new District leisure centre in Ely. Historically therefore, the Council has played a role in encouraging sport participation across the District, and in providing access to sustainable sports facility provision.

6.1.2 The basis of the 'Challenge' within this service review is whether the Council is making an impact through its current staffing and resourcing arrangements, or whether there is a need to reconfigure the focus of its support to achieve greater impact.

6.2 The Strategic Contribution of Sport and Health Development Services

6.2.1 The strategic contribution of Sport and Health Development Services is limited, but does include:

- Providing an opportunity for residents to adopt an active lifestyle and reduce the likelihood of later life illness.
- Supporting delivery of the shared priorities agreed within the Cambs Health and Well Being Strategy 2012-17.

6.2.2 The Government is clear that it wants to increase the number of people who play sport regularly and create a sporting habit for life. Its investment programs are targeted at 14-25 year olds, nurturing talent and providing the right facilities in the right place. Local authorities are seen as being key partners in supporting delivery of the Governments sporting habit for life agenda.

6.3 Assessing the Effectiveness of Sport and Health Development Services

6.3.1 The Service Review Team considered the effectiveness of current service delivery in relation to by assessing:

- Participation data
- Benchmarking review with other similar authorities
- Recommendations within the Indoor Sports Facility Strategy and Action Plan

6.3.2 Participation data

The only data available for assessing levels of sport participation within the District in sport is Sport England's Active People Survey data. The survey data shows a decrease in participation rates from 33.3% in 2005/06 to 29.1% in 2010/11.

Declining participation has implications for health and well being in East Cambs, as there are 44,600 overweight adults in East Cambridgeshire (higher than the national average), and the health costs of physical inactivity in East Cambridgeshire, are estimated to be just over £1.3 million (British Heart Foundation, 2009/10). The highest cost was £681,480 for treatment of coronary heart disease. Cost per 100,000 population was, however, lower than the regional and national averages.

6.3.3 Benchmarking review with other similar authorities

The level of funding provided by the authority is considerably lower than that provided by neighbouring authorities in increasing participation in sport, and is insufficient to be able to leverage in Sport England's Sportivate funding which requires a minimum of £20k match funding. Consultation with other authorities has indicated that many authorities are now moving away from directly funding and resourcing sport development activity, and they are instead integrating this requirement within facility management contracts. Leisure facility operators have a vested interest in driving up participation in terms of their income generation, and where they manage a portfolio of centres, they are directly investing in sport development working with schools and clubs.

6.3.4 Recommendations within the Indoor Sports Facility Strategy and Action Plan

There is no district-wide leisure card scheme to monitor whether the decline in sport participation is consistent for all sports activities across all facilities, or areas of the District. However, the Council's grant funding to leisure facilities is now used by most facilities to support core running costs, rather than to provide specific targeted programme activity it was originally provided for. This is an indication that facilities are not attracting the numbers of memberships that they need to undertake routine repair and regular refurbishment. This was also identified within the Indoor Sports facility strategy and action plan which showed that satisfaction with sports provision has decreased in the last 5 years, from 71% in 2009/10 to 62% in 2012/13. Many indoor leisure facilities in East Cambridgeshire are over 30 years old and most of the leisure Trusts do not generate sufficient surpluses, or have sufficient reserves, to drive a refurbishment and redevelopment programme to keep the services on offer in line with customer expectations and changing demands.

The strategy also indicates a shortfall in the supply of swimming water space; studio space and the number of health and fitness stations. These shortfalls cannot be met by programming changes, or by increasing access to existing facility provision, and can only be addressed by new provision. This is a corporate priority for the Council to deliver within the next two years.

6.3.5 The table below outlines the impact of ceasing the service both in terms of withdrawing services and delivery by alternative methods:-

Service Area	Withdrawal of Service	Alternative Service Delivery Methods
Sport Development	Potential further decline in sport participation in East Cambs. However, there is	Commercial leisure operators could provide sport development services

	no mechanism in place currently to directly assess the impact of the Council's annual £12,293 investment on levels of sport participation	where they manage a portfolio of facilities
Sports Facilities	Closure of leisure facilities which cannot cover their running costs Levels of customer satisfaction decline more quickly Lack of resources to support delivery of the a new District leisure centre in Ely	Private sector interest with alternative management arrangements Consultancy
Health and Well Being	No specific resource to drive forward the local health action plan or two business cases Increase in health inequalities	Increased partnership working with Public Health, Local Commissioning Groups and Vol Orgs

7.0 **COMPETE**

7.1 Methodology

7.1.1 This element of the review will consider alternative methods of service delivery including opportunities for joint working with other agencies and the private sector. It will also examine the extent for internal re-organisation to address alternative delivery options. Section 6 identifies limited opportunities for alternative service delivery options and they tend to be constrained by factors currently beyond the control of the Council, cost, economies of scale and policy decisions.

7.2 Option A: Cease Sport Development Services

7.2.1 This would mean withdrawal of £12,293 annual investment into sport development program activity to increase participation. The vacant post of Sport and Health Development Officer currently has a 40% accountability weighting for sport development activity, and this would no longer be required. The approved Sport and Physical Activity Strategy 2013-17 has a performance measure to increase participation by 1% per year and this target would not be met. The evidence detailed in Section 6 above led the Service Review Team to conclude that the Council cannot determine the impact of its resourcing for non-statutory sport development activities, and the Council is not achieving its performance target as participation levels continue to decrease. **Thus 'Option A: Cease Sport Development Services' was considered a viable option by the Group.**

7.3 Option B: Increase Resourcing of Support for Sports Facilities

7.3.1 The Indoor Sport Facility Strategy and Action Plan identifies a shortfall in the supply of some facilities; a need to look at the distribution of demand for some facilities; a

need to address the decline in satisfaction with the quality of sports facilities; a need to work jointly with facilities to look at options for improving viability and to protect and maintain strategically important existing sports facilities and sites.

- 7.3.2 Commercial Services Committee on 13th January 2015, endorsed the findings of the strategy and tasked the Sport and Health Development Service Review group to consider the skills and technical expertise required to deliver the action plan.
- 7.3.3 Following a root and branch review of staffing in 2014 which identified a need for a service review of this area of work, the post of Sport and Health Development Officer has been vacant and this provides an opportunity to review and refocus the roles and responsibilities of this post to address the issues identified through the service review.
- 7.3.4 A revised job description has been developed around the new skills required to provide the level of support required to deliver the sport facility action plan and new district leisure centre (Appendix C) to sports facilities. The resource implications for appointing this new post are set out at Appendix D. Appointment of this post would require the Council to agree Option A and delete the existing post of Sport and Health Development Officer Scale 6, and to use the current sports development programme budget to meet the additional salary requirements for a new post 'Business Development Officer – Leisure' Scale 7. **Thus 'Option B: Increase Resourcing of Support for Sports Facilities' was considered a viable option by the Review Group.**

7.4 Option C: Develop an East Cambs Health and Well Being Strategy

- 7.4.1 Many areas of the Council's core functions contribute to health and wellbeing such as housing, planning, economic development, community Services and Environmental services. These will continue, but may not address specific health inequalities identified unless driven by a coordinated approach. The development of a Local Health and wellbeing Strategy will not only provide the opportunity to demonstrate the work already undertaken by the Council, which contributes to the health and wellbeing of our residents, but also enable us to work on a health action plan through East Cambridgeshire Local Health and Wellbeing Partnership. The initial strategy development would be coordinated by Environmental Services Manager, but would need officer input from other departments. To ensure that the action plan which emerges from the strategy can be implemented the council will need a small budget of £10k p/a, part of which could come from the identified savings in the Improvement Plan (if not required for re-recruitment). **Thus 'Option C: Developing an East Cambs Health and Well Being Strategy' was considered a viable option by the Review Group.**

8.0 SUMMARY AND IMPROVEMENT PLAN

- 8.1 The key issue for the Council during the review was the need to critically examine the breadth, impact and focus of the current service to ensure it can meet the Council's corporate objectives and immediate challenges facing the District. Specifically, how the service is supporting the drive to increase participation in sport; the Council's corporate priority to deliver a new leisure district leisure centre; protecting and maintaining strategically important existing sports facilities and sites and improving health and well being.

- 8.2 The review confirmed that it is difficult to ascertain the impact of the Councils current sport development programme resourcing and budget provision, and that there may be other opportunities for delivering of sports development services with alternative models for the management of leisure centres. Review Group Members therefore considered ceasing the provision of non statutory sports development services as a viable option.
- 8.3 The Council's corporate priority to deliver a new leisure district leisure centre and the findings of an indoor sport facility assessment, strategy and action plan have identified a need to consider the skills and resources required to support sports facilities. Restructuring has provided an opportunity to refocus the responsibilities of the Sport and Health Development Officer post. Refocusing the post will enable the service to address these issues; nevertheless, it will require an additional resources requirement which can be met using the existing sport development programme budget of £12,293 per year.
- 8.4 It is therefore the Service Review Groups recommendation that the post of Sport and Health Development Officer should be deleted from 31st March 2015 and a new post of Business Development Officer – Leisure be recruited from 1st April 2015 using the staffing budget made available from the post deletion and from the current sport development programme budget of £12,293 per year.

DRAFT IMPROVEMENT PLAN – REVIEW OF SPORT AND HEALTH DEVELOPMENT SERVICES

Issue	Recommendation	Timetable for Implementation	Budget Implication
Scope of Service	<p>Refocus service to include greater focus on supporting facilities and cease delivery of the sports development programme</p> <p>Delete existing vacant post of Sport and Health Development Officer</p> <p>Recruitment of new post of Business Development Officer – Leisure</p>	1 st April 2015	<p>£12,293 programme budget saving p/a</p> <p>Current maximum salary requirement of £35,962 p/a</p> <p>New maximum salary requirement of £41,136 p/a</p> <p>Net overall saving of £7,119 p/a</p>
Strategy	Develop an East Cambs Health and Well Being Strategy	2015-16	NIL (existing staff resources)
Efficiency	Develop performance indicators for improving the sustainability of sport facilities and services in the District	2015-16	Included within the cost of the salary of the new Business Development Officer – Leisure post above

Benchmarking Questionnaire - East Cambridgeshire District Council Sport and Health Service Review

1. Sport Development – Increasing participation in sport and physical activity

Details of any Local Authority led Sport and Club Development Programmes (type of programme, objective, performance measures/outcomes etc)	Cost breakdown	Staffing (hours per week)	In-house or contracted staff time?	How is the cost met? (internal or external funding)

2. Facility Development – Working with indoor and outdoor leisure facilities to ensure cost effective and financially sustainable provision

Has the Council completed any strategic needs assessment for indoor and outdoor leisure facilities? If so when were they completed?	
Details of any Local Authority owned indoor and outdoor leisure facilities	
How much funding does the Council invest in operating and maintaining its own facilities annually?	
Is there a planned programme of refurbishment or replacement of these	

facilities, and what is the expected investment by the council over the next 2, 5 and 10 years?	
How much funding does the council provide in the operation and maintenance of facilities owned and managed by a third party annually?	
Will the authority be investing in upgrading any facilities that are not within its ownership over the next 2, 5 and 10 years?	
What staffing resources are provided in-house for facility development work? (no. posts, hours per week etc)	
Is there any specialist technical knowledge or skills within this staffing resource? (please provide a breakdown of posts, level and any specialist recruitment requirements)	

3. Health and Well being – Working with the Health and Well Being Partnership to identify and implement preventative health initiatives

How does sport development link to the health and well being agenda within your local authority?	
What key areas of the health and well being agenda is your authority working on over the next 12 months?	
What is the funding commitment of your authority to health and well being activity?	
What staffing resources are provided in-	

house for health and well being work? (no. posts, hours per week etc)	
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4. The structure of services

Is your authority already starting to make changes or already begun implementation of any changes to its sports development, facilities or health and well being work? Please explain what these changes are and the rationale for these changes	
How would you summarise your thoughts about the future of sport development, facilities and health work within local authority's going forward?	

Deadline for return – Friday 25th July

Return to allison.conder@eastcambs.gov.uk

EAST CAMBRIDGESHIRE DISTRICT COUNCIL**JOB PROFILE**

JOB TITLE:	SPORTS AND HEALTH DEVELOPMENT OFFICER	POST NO:	DFE58
REPORTS TO:	PRINCIPAL COMMUNITY & LEISURE SERVICES OFFICER	GRADE:	SCALE 6
DEPARTMENT:	COMMUNITY SERVICES	DATE:	July 2011

Purpose

To develop and implement the Council's policies and programmes that support social inclusion in sport/leisure; promote physical activity; and improve participation and promote healthy lifestyle development and active communities by ensuring access to high quality community infrastructure.

Principal Accountabilities

1. To actively contribute to the strategic planning and implementation of sport/leisure and health and wellbeing priorities for the Council, in partnership with other key agencies across the District.
2. To lead the coordination and oversee the planning, delivery and evaluation of key relevant programmes of activity or events, aimed at reducing health inequalities and increasing participation in physical activity, which meet the priorities of relevant strategies and the Council's Service Plan for Community Services.
3. To foster the Council's enabling role and contribute to the development of partnerships throughout the district to build capacity and deliver sports development/healthy lifestyle programmes.
4. To provide advice, support and information on sports related matters to sports clubs, leisure centres and individuals within the district, and publicise, promote and raise the profile of local sporting opportunities.
5. To liaise and work in partnership with Sport England, National Governing Bodies, County Sports Partnership, Education, Youth Service and NHS in the delivery of local, regional and national initiatives.
6. To support the district's wide range of leisure facilities in creating sustainable sports development programmes, and manage the Leisure Centre Service Level Agreements.
7. To manage and monitor the sports development budgets on behalf of the Principal Community and Leisure Services Officer and identify potential opportunities for external funding.

APPENDIX 1(B)

8. To act as lead support officer for one Area Neighbourhood Panel meeting, to action key priorities (non-policing), and to coordinate agenda's with the Democratic Services Team.
- (1) To actively seek and provide advice to voluntary groups on sources of external funding for Sport/healthy lifestyle projects.
- (2) To participate in training and exercises in support of the Council's preparations for responding to civil emergencies within the District.
- (3) Any other duties of a reasonable type and nature as may be required from time to time.

Special Conditions

- To work unsociable hours, including weekends and evenings on an annualised hours contract.
- An enhanced Criminal Records Bureau disclosure will be required prior to taking up this position.

Business Travel (Cross) Lease Car Essential User Casual User

Pre-employment Checks

Fraud and Corruption Checks CRB - Disclosure

EAST CAMBRIDGESHIRE DISTRICT COUNCIL**JOB PROFILE (DRAFT)**

JOB TITLE:	BUSINESS DEVELOPMENT OFFICER - LEISURE	POST NO:
REPORTS TO:	PRINCIPAL COMMUNITY AND LEISURE SERVICES OFFICER	GRADE:
DEPARTMENT:	COMMERCIAL	DATE:

Purpose

To be responsible for leading the preparation and implementation of a leisure facility development programme. The key outcome from the programme will be; improved customer satisfaction; a more commercial approach to management of facilities and an increase in the income generated by the leisure facilities.

The post holder will be responsible for coordinating a series of projects which together will underpin significant investment in the District leisure facilities.

Principal Accountabilities

1. Work with key personnel and stakeholders to develop a leisure facility development programme, and a proposal for the future management of leisure centres and facilities, that will improve their efficiency, viability and performance.
2. Prepare and manage projects to deliver the leisure facility development programme including the preparation of individual business cases, financial appraisals and viability assessments.
3. Support the Principal Community and Leisure Officer to undertake strategic planning and needs assessment work to inform the Council's strategy for supporting and developing indoor and outdoor leisure facilities in the District.
4. Ensure that all development programme activities are managed professionally, including; the co-ordination and chairing of specific stakeholder working groups as appropriate; project management framework and processes; and systems for evaluation.
5. Manage the Council's grant funding to leisure centres and investigate the availability of, and where appropriate co-ordinate applications for, external funding to improve leisure facilities. This will include close working with Sport England, parish council's and other funding bodies.
6. Provide project office support to the Principal Community and Leisure Services Officer for developing a new indoor leisure facility in Ely.
7. Lead the contract management of Paradise Swimming Pool while it remains operational.

8. Prepare reports as necessary, liaising with and co-ordinating the work of other Council officers and teams as appropriate; assist in the presentation of these reports as required and brief elected members and officers, individually or collectively, to ensure a full understanding of the programme of work and progress.
9. Provide the primary point of contact for consultants/advisers, Sport England, commercial leisure operators, leisure trusts, sports clubs, neighbouring councils, council officers and elected members on all matters relating to the leisure facility development programme.
10. Stay up to date with industry trends, issues and news.
11. To participate as required in training and exercises in support of the Council's preparations for responding to civil emergencies within the District.
12. To carry out such other duties of a similar nature as may be determined from time to time.

Special Conditions

- The post is designated as politically restricted.
- To work occasionally outside normal office hours.

Business Travel (Cross): Lease Car Essential User Casual User X

Pre-employment Checks

Fraud and Corruption Checks DBS - Disclosure

PERSON SPECIFICATION

BUSINESS DEVELOPMENT OFFICER - LEISURE

SKILLS	KNOWLEDGE	ATTAINMENT	ATTITUDE
ESSENTIAL	ESSENTIAL	ESSENTIAL	ESSENTIAL
<p>Excellent communication and interpersonal skills to maintain good working relationships and deliver information to a range of audiences.</p> <p>Create and implement effective business plans</p> <p>Ability to influence key stakeholders, Members and senior management to adopt new business processes.</p> <p>Partnership working, influencing and facilitation skills, including political awareness</p> <p>Ability to devise and implement monitoring and evaluation systems and procedures</p> <p>Strong organisational skills with the ability to manage a range of projects and multiple responsibilities.</p> <p>Effective time management</p> <p>Administrative</p> <p>Budget Management/Monitoring</p>	<p>Clear strategic mindset and demonstrable experience of implementing strategies.</p> <p>Business development experience</p> <p>A sound knowledge of sports equity principles and equal opportunities legislation</p> <p>Knowledge and understanding of the voluntary sports sector.</p> <p>Good working knowledge of Microsoft Office Suite (including Word and Excel)</p>	<p>Degree in Leisure Management or equivalent or similar experience in a similar role</p> <p>Experience and a proven track record of working for any of the following: a local authority, leisure operator or trust, or a sport's governing body.</p> <p>Driving licence and access to a vehicle</p> <p>Experience in dealing with the general public and written/oral enquiries</p> <p>Experience and a successful track record in project management and/or programme management of sports facility related improvement programmes/projects.</p> <p>Experience of applying for and securing external funding for facility improvement.</p>	<p>Ability to work accurately under pressure</p> <p>Ability to work on your own initiative and as part of a team</p> <p>Willing to be adaptable and flexible to meet changing service demands</p> <p>Commitment to equal opportunities</p> <p>Willingness to work on occasions long and unsociable hours, including weekends and evenings.</p> <p>Proactive, innovative and creative</p> <p>Capable of independent initiative and creative thinking.</p>

DESIRABLE	DESIRABLE	DESIRABLE	DESIRABLE
	<p>Understanding of the issues facing a rural area</p> <p>Local Government</p> <p>Familiarity with current leisure trends and the leisure industry.</p>	<p>Professional qualification in a recognised project management qualification i.e. Prince 2 or MSP</p> <p>Experience of leisure facility programming and management</p> <p>Experience of marketing and promotion.</p>	

APPENDIX 1(D)

SALARY ESTIMATES FOR THE YEAR 2014/2015																21.5%	0	0	HAY	0.00		
																0.0%	GROSS SALARY				Other	0
Salary	Post	Post	Hours	FTE	FTE	Add pay	Sup.	Basic	Incr	Non	Total	Ers	N.I.	N.I.	Total	06 Pay	TOTAL					
Location	Description				Salary	increase	Allow.			Sup.All	Pay	Super	No Supn.	Supn	Ers. N.I.	Award						
Not in Pension	Sport & Health Development Officer Scale 6 MIN		37.00	1.0	23,693	0	0	23,693		0	23,693		2,208	0	2,208	0	25,901					
Not in Pension	New Business Development Officer - Leisure Scale 7 MIN		37.00	1.0	27,924	0	0	27,924		0	27,924		2,791	0	2,791	0	30,715					
In Pension	Sport & Health Development Officer Scale 6 MIN		37.00	1.0	23,693	0	0	23,693		0	23,693	5,094	0	1,595	1,595	0	30,382					
In Pension	Sport & Health Development Officer Scale 6 MAX		37.00	1.0	27,924	0	0	27,924		0	27,924	6,004	0	2,035	2,035	0	35,962					
In Pension	New Business Development Officer - Leisure Scale 7 MIN		37.00	1.0	27,123	0	0	27,123		0	27,123	5,831	0	1,951	1,951	0	34,906					
In Pension	New Business Development Officer - Leisure Scale 7 MAX		37.00	1.0	31,846	0	0	31,846		0	31,846	6,847	0	2,443	2,443	0	41,136					
																Increase in costs MAX			10,754			
																Increase in costs MIN			4,524			
																Calculations						

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	Stage II Service Review Sport and Health Development Services
Lead Officer (responsible for assessment):	Allison Conder, Principal Community and Leisure Services Officer
Department:	Community & Leisure Services
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	16/02/2015

What is an Equality Impact Assessment (EIA)?

As part of any effective policy development process, it is important to consider any potential risks to those who will be affected by the policy's aims or by its implementation. The Equality Impact Assessment (EIA) process helps us to assess the implications of our decisions on the whole community, to eliminate discrimination, tackle inequality, develop a better understanding of the community we serve, target resources efficiently, and adhere to the transparency and accountability element of the Public Sector Equality Duty.

The word 'policy', in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision.

(a) **What is the policy trying to achieve?** i.e. What is the aim/purpose of the policy? Is it affected by external drivers for change? What outcomes do we want to achieve from the policy? How will the policy be put into practice?

The Committee paper seeks approval for the outcome of a service review of the Council's sport and health development services.

The review group has recommended that the Council ceases the provision of sport development services (i.e. services which aim to drive up participation in sport) and increases its resourcing and focus on providing support to sports facilities to improve their management and sustainability. The review group also recommended that the Council's leads on the development of a local health and well being strategy for East Cambridgeshire.

(b) **Who are its main beneficiaries?** i.e. who will be affected by the policy?

The main beneficiaries are the residents, leisure facility operators, community sports clubs and organisations, other public sector bodies such as Public Health, Local Commissioning Groups.

(c) **Is the EIA informed by any information or background data (quantitative or qualitative)?** i.e. consultations, complaints, applications received, allocations/take-up, satisfaction rates, performance indicators, access audits, census data, benchmarking, workforce profile etc.

The service review completed a benchmarking exercise with neighbouring or equivalent sized local authorities to assess the focus and scope of services they provide, the budget provision and any planned restructure of services in the short term.

The review considered the findings of Sport England’s Active People data which showed declining rates of sport participation between 2005 and 2010 33% to 29%.

The review also considered the findings of an indoor sports facility assessment, strategy and action plan completed in January 2015. The assessment highlighted decreasing satisfaction with sports provision in the last 5 years, from 71% in 2009/10 to 62% in 2012/13. Many indoor leisure facilities in East Cambridgeshire are over 30 years old and most of the leisure Trusts do not generate sufficient surpluses, or have sufficient reserves, to drive a refurbishment and redevelopment programme to keep the services on offer in line with customer expectations and changing demands.

(d) Does this policy have the potential to cause a positive or negative impact on different groups in the community, on the grounds of any of the protected characteristics? (please tick all that apply)

Ethnicity	<input type="checkbox"/>	Age	<input checked="" type="checkbox"/>
Gender	<input type="checkbox"/>	Religion and Belief	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Sexual Orientation	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	Marriage & Civil Partnership	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	Caring Responsibilities	<input type="checkbox"/>

Please explain any impact identified: i.e. What do you already know about equality impact or need? Is there any evidence that there is a higher or lower take-up by particular groups? Have there been any demographic changes or trends locally? Are there any barriers to accessing the policy or service?

The sport development service function is a discretionary service with a budget of £12,293 p/a and 20% of a post to provide services that are focussed on increasing participation in sport. The Sports and Physical Activity Strategy for East Cambs identifies only two programmes of activity to achieve this in 2014-15; the Active Ely pilot programme and funding for the Youth Games.

Active Ely aimed to provide physical activity sessions at Ely Country Park during the summer months to particular groups including over 60’s, families, and mum’s with prams. Ceasing the sport Development service function will mean that the pilot is not rolled-out to the rest of the District, and District support will cease financial support of £500 for the annual Youth Games.

(e) Does the policy have a differential impact on different groups?	YES/NO/Na
(f) Is the impact <i>adverse</i> (i.e. less favourable)?	YES/NO/Na
(g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful?	YES/NO/Na

(h) How have you engaged stakeholders in gathering evidence or testing the policy proposals? Who was involved, how and when where they engaged? Does the evidence show potential for differential impact? How will you mitigate any negative impacts? Where there is the potential for an adverse impact that cannot be addressed immediately, these should be highlighted in your recommendations and objectives at the end of the EIA.

Service Reviews are a Member led process, and following consideration of sports facility needs assessment work, benchmarking this Council's services with neighbouring or equivalent size authorities, and assessment of performance data, members did not require Officers to undertake any further consultation.

* The Consultation Register is available to assist staff in consulting with the Council's stakeholders.

(i) Summarise the findings of your research and/or consultation (please use a separate sheet if necessary).

The review group is recommending that the Council ceases to provide sports development services. This means in effect, withdrawal of £12,293 annual budget for sport development program activity and that the vacant post of Sport and Health Development Officer with a 40% accountability weighting for sport development activity, is no longer required.

The review group concluded that the Council is unable to determine the impact of its resourcing for non-statutory sport development activities, and the Council is not achieving its current performance target within the Sport and Physical Activity Strategy 2013-17, and participation levels within the District have decreased.

Benchmarking with other authorities indicates that many are now looking for alternative ways of delivering sport development functions, and integrating this function into facility management contracts with leisure operators, rather than provide direct resourcing and in-house services. This could be an option for this Council to consider through improved partnership working with leisure facility operators.

Additional focus on improving the viability of leisure facilities and keeping them open to provide services which meet customer needs and expectations, was assessed by the review group as being a higher priority than delivering small scale physical activity programmes. This is because closure of a facility is likely to have a greater and more disproportionate impact on target groups (elderly, people referred for medical reasons, children, those experiencing financial hardship, those living in rural communities without public transport options), as they would need to travel further to another facility to access services.

(j) What are the risks associated with the policy in relation to differential impact and unmet needs/requirements? i.e. reputation, financial, breach of legislation, service exclusion, lack of resources, lack of cooperation, insufficient budget etc.

Implementing the recommendations of the service review to cease provision of sport development services, is only likely to impact of very small numbers of residents, as the programmes the council delivered were small pilots (Active Ely attracted 131 participants over and 8 week programme).

An increased focus and resources on keeping facilities open and improving their viability is likely to have a greater positive impact than ceasing sport development service provision, as it will seek to prevent the closure of facilities and ensure that the services remain accessible and meet the needs and expectations of their catchment population.

(k) Use the information gathered in the earlier stages of your EIA to make a judgement on whether there is the potential for the policy to result in unlawful discrimination or a less favourable impact on any group in the community, and what changes (if any) need to be made to the policy.

Option 1:	No major change - the evidence shows that the policy is robust and no potential for discrimination.	
Option 2:	Adjust the policy - to remove barriers or to better promote equality.	

Option 3:	Continue the policy - despite potential for adverse impact or missed opportunity to promote equality, provided you have satisfied yourself that it does not unlawfully discriminate.	X
Option 4:	Stop and remove the policy – if the policy shows adverse effects that cannot be justified.	

(I) Where you have identified the potential for adverse impact, what action can be taken to remove or mitigate against the potential for the policy to unlawfully discriminate or impact less favourably on one or more communities in a way that cannot be justified?
 Include key activities that are likely to have the greatest impact (max. 6). Identified actions should be specified in detail for the first year but there may be further longer term actions which need to be considered. To ensure that your actions are more than just a list of good intentions, include for each: the person responsible for its completion, a timescale for completion, any cost implications and how these will be addressed. It is essential that you incorporate these actions into your service plans.

There may be opportunities to provide sport development services through facility operators in future on a bigger scale than that currently provided by the Council directly. However, this requires closer working between the Council and facility operators.

This completed EIA will need to be countersigned by your Head of Service. **Please forward completed and signed forms to the Principal HR Officer.**

All completed EIAs will need to be scrutinised and verified by the Council’s Equal Opportunities Working Group (EOWG) and published on the Council’s Intranet to demonstrate to local people that the Council is actively engaged in tackling potential discrimination and improving its practices in relation to equalities. Please be aware that you may be asked to attend a half-an-hour session to summarise the findings of the EIA to the Scrutiny and Verification panel.

Signatures:

Completing Officer:  Signature Redacted **Date:** 16th Feb 2015

Head of Service: _____ **Date:** _____