

## Appendix 3 Efficiency, Improvement & Transformation

### Review Title: Sport, Leisure and Recreation

#### Scope

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<b>Select Committee:</b> Arts, Leisure and Culture	<b>Type of Review:</b> Scrutiny Review
<p><b>1. What services are included?</b></p> <p>The review covers the following functions:</p> <ul style="list-style-type: none"> <li>• Sport development</li> <li>• Sports and leisure strategy and action plans, including commissioning of services from Tees Active Limited (TAL)</li> <li>• Recreational management of the Borough's parks, countryside sites and other greenspaces, including delivery of events in parks and countryside</li> <li>• Green Infrastructure Strategy &amp; Action Plan - including development of parks, greenspaces and other recreational infrastructure such as footpaths and cycle routes</li> <li>• Play Strategy and Spaces for Play programme</li> </ul> <p>Within the Council, responsibility for these functions is held by the following services:</p> <ul style="list-style-type: none"> <li>• Leisure and Sports Development (DNS)</li> <li>• Countryside &amp; Greenspace (DNS)</li> <li>• Care For Your Area (DNS)</li> <li>• Technical Services (DNS)</li> <li>• Children's Strategy (CESC).</li> </ul> <p>NB. Grounds maintenance issues for parks and greenspaces will be covered by a separate review of Care For Your Area in Year 3.</p> <p>The Youth Services review will cover the provision of activities in Youth Centres; reference is made in Sport and Active Leisure Strategy.)</p>	

(Due to the significant scale of capital works at TAL facilities at the time of this review, it may not be possible to fully interrogate the finances and trading profile of TAL in order to investigate opportunities for efficiencies or savings. It is proposed that the overall purpose and role of TAL is reviewed, and a subsequent piece of budget work is scheduled after the Forum reopening and the Barrage 2<sup>nd</sup> Course opening **xxxx** date.)

**2. The Thematic Select Committee's overall aim / objectives in doing this work is:**

To identify options for future strategy, policy & service provision that will deliver efficiency savings and sustain / improve high quality outcomes for SBC residents in relation to sport, leisure and recreational services. Options for increasing earned income through trading activities will also be explored.

Ensure that the different service providers and partners are complementary, with the right agencies delivering the right work to ensure that the whole is greater than the sum of the parts.

Identify options for further improvement to the area's sport, leisure and recreational infrastructure to improve the health and social well being of residents by ensuring a seamless provision. Options for private and voluntary sector partnerships and outsourcing will be considered.

**3. Expected duration of enquiry? What are the key milestones?**

Duration: 7-8 months

Key milestones:

**Select Committee**

Approval of Project Plan and overview of current service provision 19 May 2010

**Stage 1 and 2 - Initial baselining and challenge**

Consideration of existing service provision and existing/emerging strategies:

- Leisure and Sports Development/TAL contract 30 June
- Countryside and Greenspace (inc CYFA activities and conclusions of the review of the Ranger service)/Play 21 July

**Stage 3 - Identify options for EIT**

Consider options for future service delivery **29 September** tbc

**Stage 4 - Review Options/ Agree way forward**

Drafting of recommendations 10 November

Select Committee agree final recommendations/report 22 December

**Cabinet**

Report to Cabinet with recommended EIT options 20 January 2011

**4. In addition to analysis and benchmarking costs, performance, assets etc, what other processes are likely to be required to inform the review? (e.g. site visits; observations; face-to-face questioning, telephones survey, written questionnaire, co-option of expert witnesses etc).**

- Examination of emerging plans and strategies to assist with their development and to ensure they remain appropriate within the context of EIT, including the Sport and Active Leisure Strategy, and Green Infrastructure Strategy (recreational aspects).
- Examination of existing strategies to inform their revision process, including the Play Strategy.
  
- Consideration given to current service structures (using detailed baseline/challenge documentation) to ensure they can deliver on strategy aims.
- Consideration of the full range of facilities available within the Borough in order to ensure their use is maximised (eg. including the school asset base and Building Schools for the Future).
  
- Examination of TAL commissioning – NB. consideration to be given to timescales involved in delivering those elements covered by recent Scrutiny Review of Tees Active, which will continue to be reported to Committee via monitoring updates.
  
- Evidence from officers as appropriate, including:
  - Head of Culture and Leisure
  - Leisure and Sports Development Manager
  - Parks and Countryside Manager
  - Strategic Manager – Children and Young People
  - Care for Your Area Manager

Research into alternative practice in other local authorities as appropriate, including the role of sub-regional bodies.

**5. How will key partners and/or the public be involved and at what stages?**

The consultation process in relation to the Green Infrastructure Strategy, has been comprehensive and the results will be considered as part of the review.

The Sports and Active Leisure Strategy, and draft Action plans, are currently being consulted upon, the assessment of the Review Committee of the likely efficacy of those plans will be included in that consultation and will drive revisions as necessary.

If specific engagement with partners over and above what has been undertaken as part of these consultations is needed this will be included as appropriate throughout the review.

**6. Please give an initial indication how transformation will enable efficiencies and improvements to be delivered by this EIT review?**

Potential review outcomes could include:

- Amended staff structures to ensure they remain fit for purpose to achieve aims of relevant strategies
- Identification of innovative methods of service delivery
- Outsourcing of functions to partners or other providers
- Consideration given to discontinuing services as appropriate
- Revised commissioning and governance principles in relation to independent providers
- Increased trading activities
- Invest to save approaches that enable improved management of access to facilities