



Strategic Outcomes Planning Model

SCOPING REPORT

V.1

March 2021



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DEFINITIONS & ABBREVIATIONS	
PBC	Pendle Borough Council
SOPM	Strategic Outcomes Planning Model
PHE	Public Health England
SE	Sport England
DCMS	Department for Digital, Culture, Media and Sport
BMA	British Medical Association
Members	Current leisure centre known users
Centre	Leisure Centres
Facility (ies)	The areas available within a centre such as sports hall, pool, tennis courts, changing rooms etc.
Leisure Activity	Activities people do to relax or enjoy themselves outside of work and other duties.
S&PA	Sport and Physical Activity
Physical Activity	Active living, recreational activity, sport, exercise, play and dance.
Sport	“All forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competitions at all levels.” (Council of Europe, 2001).
ANOG	Sport England’s Assessing Needs and Opportunities Guidance
BFS	Built Facilities Strategy
Healthy Living	The practice of health enhancing behaviours.
Active Travel / Active Transport	‘Active travel’ (or active transportation or mobility) means walking or cycling as an alternative to motorised transport (notably cars, motorbikes/mopeds etc) for the purpose of making everyday journeys. ¹

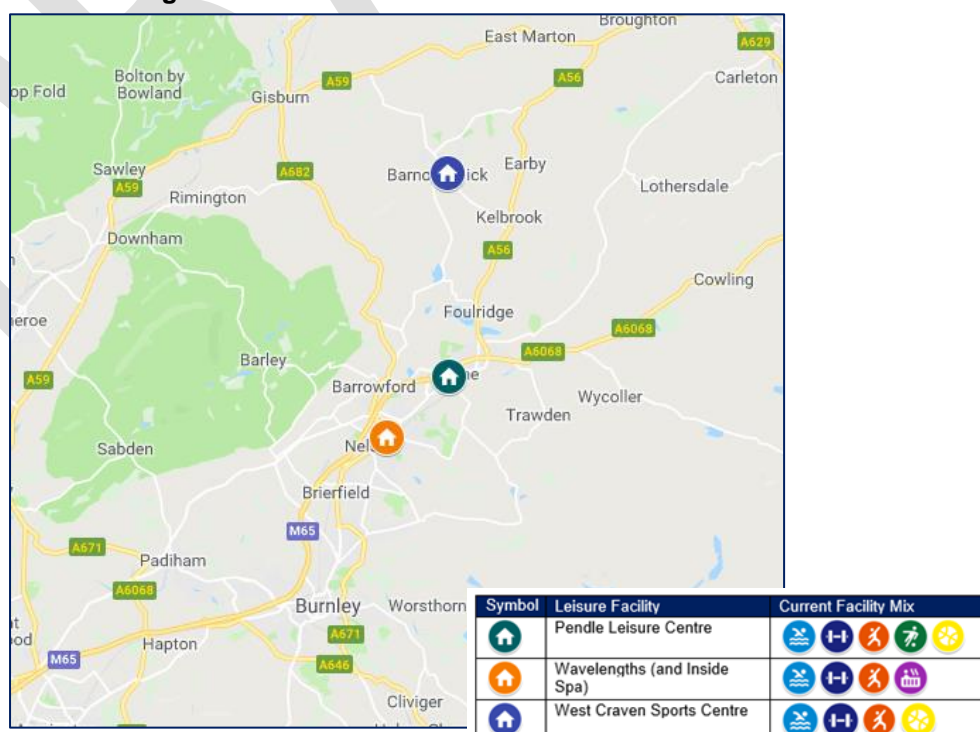
Version No.	Date	Comment	Completed by
1	March 2021	Draft structure for client comment	KW/NT

¹ PHE ‘Working Together to Promote Active Travel’ A briefing for local authorities 2016

I. INTRODUCTION AND BACKGROUND

- II. Pendle Borough Council (PBC) requires Strategic Outcomes Planning support to develop a clear approach (determined by local priorities and outcomes) to provide effective and sustainable physical activity and sport opportunities for local communities.
- III. The Council and Pendle Leisure Trust are looking to review their key leisure centres and services across the Council area with a view to secure funding towards redevelopment of West Craven Sports Centre as well as review options at the Council's other two leisure centres.
- IV. Pendle Borough Council's vision² is that *"Pendle is a place where quality of life continues to improve and where people respect one another and their neighbourhoods. We want Pendle to be a sustainable place where everyone aspires to reach their full potential. We want to be recognised locally, regionally and nationally as a great area to live, learn, work, play and visit."* Alongside this is the vision of the Pendle Sports & Leisure Strategy³, *"That all people in Pendle have the opportunity to participate in a range of sports and leisure activities to enable them to maintain and improve their own health and wellbeing and become more active, more often."*
- V. Pendle is part of the Sport England Local Delivery Pilot (LDP) area Pennine Lancashire, the overall objective is; *"Ultimately, we want more people to be more active across Pennine Lancashire, helping them move from nothing to something and something to more. By achieving this, people will have a great chance to improve their own mental and physical health."*
- VI. The map below sets out location of the Council's core leisure facilities which are operated by Pendle Leisure Trust.

Figure 1 – Key Pendle Borough Leisure Estate Sites



² Pendle Council Strategic Plan 2020 – 2023

³ Pendle Sports & Leisure Strategy 2019 – 2024

- VII. The Strategic Outcomes Planning Model guidance describes an approach that identifies how local outcomes can be delivered for communities through a range of interventions, both facility and service, in a sustainable and effective way.
- VIII. While all local authorities will have some or most of this work in place, this cannot be a 'one size fits all' approach. This report sets out diagnostic support to help identify existing information, strategies, priorities, decisions and partnerships and in so doing, identify:
- **areas where additional support is required;**
 - **resource requirements in terms of cost, expertise and time to address those areas;**
 - **key decision points and level of engagement required through the process; and**
 - **the type of output and detail required for decision makers.**
- IX. Sport England's guidance shows that having a clear, strategic and sustainable approach to sport and physical activity is essential to making effective investment into provision – both facilities and services.
- X. The Strategic Outcomes Planning Model is based on Sport England guidance as set out below. The guidance is structured around 4 stages:

Stage 1 – Outcomes – Developing shared local outcomes for your place;

Stage 2 – Insight – Understand your community and your place;

Stage 3 – Interventions – Identify how the outcomes can be delivered sustainably; and

Stage 4 – Commitment – Secure investment and commitment to outcome delivery.

Figure 2 – Sport England Strategic Outcomes Planning Model Approach





Stage 1 - Outcomes

Introduction

1. Stage 1 of Sport England's Strategic Outcomes Planning Guidance:

Develop shared local strategic outcomes for your place

- 1.1 Developing shared local strategic outcomes is the key starting point in developing an approach for sport and physical activity that can make the biggest contribution to a place.
- 1.2 Understanding from a cross sector perspective what the local needs and priorities are will enable the Council and its partners to have a much wider impact on the community. This will enable them to develop sustainable and effective interventions to meet those needs.
- 1.3 Taking time to define and communicate the contribution that sport and physical activity can make to wider local strategic outcomes is the key to securing political 'buy in' and support for the development of greater insight to inform the emerging approach.
- 1.4 The four steps within this stage are:

Step 1A - develop an understanding of the wider strategic outcomes for your place;

Step 1B - using a cross-sector approach, identify local community needs and priorities;

Step 1C - establish the contribution sport and physical activity can make;

Step 1D - secure 'buy-in' to the shared local strategic outcomes.

Stage 1 Outcomes - Developing shared local outcomes for your place

- 1.5 **Deductions from Stage 1** - How can sport & physical activity influence Council outcomes? e.g. reducing health inequalities.

1.5.1 **Evidence:** National strategies e.g. Sport England: Uniting the Movement 2021- 2031 & local strategies.

1.5.2 **Secure Buy In:** Identify key stakeholders, guided by client to determine who should be partners. Run key stakeholder workshops to inform report.

1.5.3 **Outcomes:** What outcomes does sport & physical activity need to impact? e.g. health & wellbeing strategy.

1.6 National Strategies

1.6.1 The diagram overleaf shows key National Strategies, but a review of all other relevant documents would be included in Stage 1.

1.6.2 Sport England has launched its new strategy 'Uniting the Movement' 2021-2031, with the following vision and mission.

Vision:

Imagine a nation of more equal, inclusive and connected communities. A country where people live happier, healthier and more fulfilled.

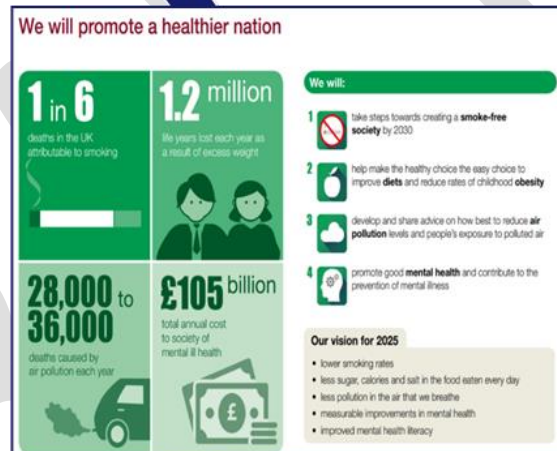
Mission:

We're here to invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are.

Figure 3 – Key National Strategies



Sport England Uniting the Movement Strategy 2021-2031



PHE Strategy Protecting and Improving the Nation's Health 2020-2025



British Medical Association - Get Moving Report
Steps to Increase Physical Activity in the UK
 October 2019

Figure 4 – Sport England ‘Uniting the Movement’ Strategy Five Big Issues

SPORT ENGLAND UNITING THE MOVEMENT STRATEGY 2021-2031



1.7 Local Strategies

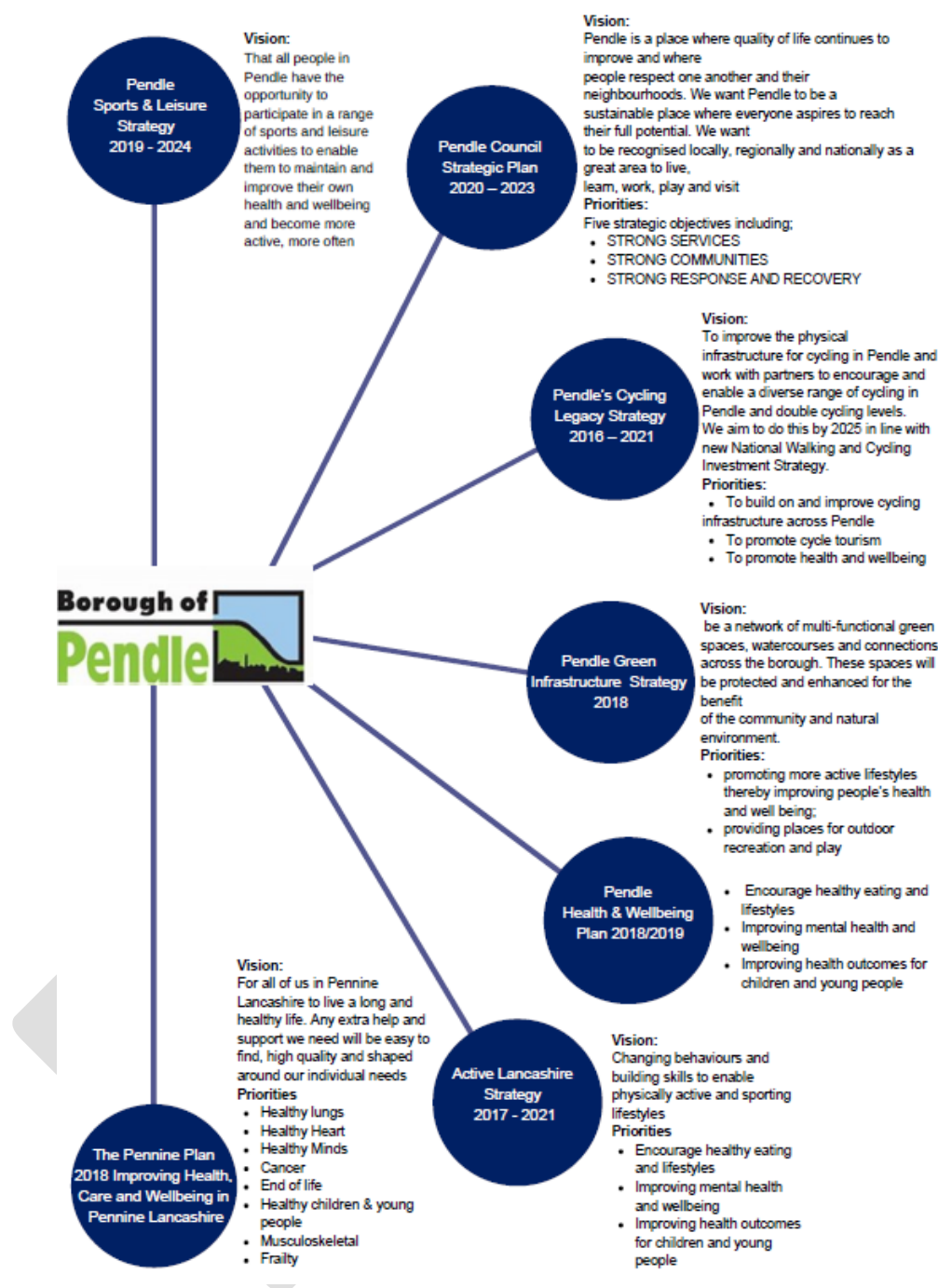
- 1.7.1 There are a number of documents, plans and strategies that cover Pendle Borough and the surrounding area. By identifying the direct and indirect references to sport, physical activity and leisure it will enable a whole systems approach.

Figure 5 – Key Local Strategies



1.7.2 The infographic overleaf sets out the themes for each local strategy that identifies the importance of healthy lifestyles, physical activity and reducing levels of inactivity.

Figure 6 – Key Local Strategy Priorities



1.7.3 A review of strategic documents, recommendations and considerations from [Stage 1](#) are as follows:

- **Strategies**
 - The Council has a comprehensive collection of strategic documents. The majority of strategies provide clear direction for Pendle with the themes of 'being a great area to live, strong communities and where everyone aspires to reach their full potential' coming across regularly.

- There are five strategies/plans (Pendle Sports & Leisure Strategy 2019-2024, Pendle Playing Pitch Strategy 2016-2026, Pendle Indoor Sports Review 2017, Open Spaces Audit 2019 and Pendle Cycling Strategy 2016-2021) relating to sport, leisure and physical activity which means there is a clear understanding of sports provision and direction in the area.
 - These strategies relating to sport and physical activity provide an assessment of sport and leisure facilities in Pendle. The “Pendle Cycling Strategy has a vision - and measurable key performance indicators (KPIs) - ‘*To improve the physical infrastructure for cycling in Pendle and work with partners to encourage and enable a diverse range of cycling in Pendle and double cycling levels*’”.
 - It is recommended the Council commissions an update of the Indoor Sports Facility Review following the ‘Assessing Needs and Opportunities Guide’ (ANOG) guidance to bring together indoor leisure provision plans and assessments.
 - It is not known if the Pendle Health & Wellbeing Plan which is dated 2018/2019 is due to be updated, especially in the light of the Covid pandemic, which is likely to have impact health and wellbeing focus.
 - The strategies reveal the Council has a strong evidence base for and clear understanding of local socio-economic profiles, population trends, health concerns and inequalities.
 - The Council is working with Lancashire County Council on their Local Cycling and Walking Infrastructure Plans which will be completed by Autumn 2021. The new Cycle Strategy will have more focus on Active Travel as this is an area of growing importance. The Pendle Strategic Plan mentions; “Support & enable sustainable Travel”.
 - It would be constructive to consider the role of active travel and active environments in the light of the Covid-19 pandemic, and when re-developing or building new facilities and infrastructure.
 - The Pennine Lancashire Population Health Community Investment Fund (PHCIF) analysis to support Pendle Covid-19 recovery will provide elements of a strategic framework as well as insight for Pendle’s place planning.
- **Stakeholders**
 - The Council recognises the importance of partnership work. The Strategic Plan refers to partnership working “we work closely with our partners to tackle the key strategic challenges Pendle faces as a place.” And “the Council recognises that through effective partnership working we endeavour to ensure joined up public service delivery and focus on the priorities for the Borough.”
 - In reference to health the Strategic Plan mentions the following partners and objectives;

- Seek to influence the work of the **Integrated Care System for Lancashire and Cumbria** and participate in the **Pennine Lancashire Integrated Care Partnership** to improve health outcomes for people in Pendle.
 - Work with other **local authorities** in Pennine Lancashire on the **Local Integrated Care Partnership** to improve health outcomes for people in Pendle.
 - Actively participate in the **Pendle Health and Well Being Group** with the **East Lancashire CCG** and support the delivery of health services at neighbourhood level through the **Primary Care Network** to enhance health service provision at a local level.
- As above, the Council already has a number of existing stakeholder groups in place. The Council is planning to set up a working group to deliver the insight work, this group would include stakeholders which are also beneficial to consult with e.g. Active Lancashire.
 - The Council has consulted key stakeholders previously in other areas but not thoroughly on the outcomes for sport and physical activity.
 - To develop a shared vision and outcomes for sport and physical activity a series of partner workshops may be required to determine these and engage with key stakeholders. [See further information on stakeholder engagement workshops in Appendix 1.](#)
 - Include partners comments after any key stakeholder workshops to determine and develop local outcomes.
 - As part of an updated Indoor Sports Facility Review following ANOG guidance, consultation with NGBs, local clubs and user groups should be undertaken to understand any challenges and requirements that can be addressed as part of this process.
 - To ensure buy-in at the highest level across Pendle, the governance of the SOPM project should be overseen by a project working group to establish a clear purpose and vision, assisting partners in achieving their objectives and impacting on their outcomes through increased sport and physical activity.
- **Governance**
 - The PBC project working group to sign off the SOPM strategic outcomes and KPIs, with officer working groups to deliver the work. The project already has senior officer and member support.

1.7.4 To complete [Stage 1](#) the following input is required. Actions in [blue](#) indicate where external support may be required.

Table 1 – Stage 1 Input Required

Outcomes	Source / Action
Governance	Formalise governance for the project, including senior team / elected member involvement and sign off.
National Priorities	<p>Include national strategies such as;</p> <ul style="list-style-type: none"> Public Health England Strategy 2020 – 2025 ‘Protecting and Improving the Nation’s Health’ British Medical Association - ‘Get Moving’ Report October 2019 Sport England – Uniting the Movement 2021-2031 Department of Transport – ‘Gear Change, A bold vision for cycling and walking’ (2020)
Local Strategies	<p>Add new strategies and any updated strategies; Green Infrastructure Strategy, Local Cycling and Walking Infrastructure Plans</p> <p>SOPM report to reference key themes that are consistent throughout all strategies. Identify how increasing sport and physical activity can help achieve these outcomes</p> <p>Include any strategic outcomes / themes from the Pennine Lancashire Population Health Community Investment Fund (PHCIF) analysis</p>
Secure Buy In - Stakeholders	<p>Run a partner workshop (with CCG, director of education, housing, sport) to engage with key stakeholders and find out how increasing sport and physical activity can help them achieve their objectives. For example; Police partnership, sport and physical activity could help reduce crime. Including stakeholder outcomes will ensure a wider buy-in to the overall Borough vision and strategic plans. See further information on stakeholder engagement workshops in Appendix 1.</p> <p>Undertake consultation with NGBS, local clubs and user groups as part of the updated Indoor Sports Facility Review following ANOG guidance</p>
Outcomes Summary	Include partners comments after any key stakeholder workshops.



Stage 2 - Insight

Introduction

2. Stage 2 of Sport England's Strategic Outcomes Planning Guidance:

Understand your community and your place

- 2.1 Identifying current barriers and opportunities for behaviour change in a place will inform where future interventions will make the biggest sustainable impact.
- 2.2 Taking time to understand what contribution the wider physical environment and infrastructure in a place can make is important. This can enable more people to get active through active design.
- 2.3 Bringing all the elements developed to date together to identify a 'current state position' for a place will form a needs analysis that can be used by the Council to identify where it wants to be in the future.
- 2.4 This will enable tangible objectives to be identified that contribute towards wider local strategic outcomes in a place and provide the foundation to support the development of interventions.

2.5 The four steps within this stage are:

Step 1A – gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change;

Step 1B – consider the contribution from the wider physical and social environment;

Step 1C - establish where you are now and where you want to be in the future;

Step 1D – agree the objectives needed to contribute to shared local strategic outcomes.

Stage 2 Insight - Understand your community and your place;

2.6 **Deductions from Stage 2** - Where are we now? Who is/isn't taking part in physical activity?

2.6.1 **Evidence:** Activity levels, health indicators, index of multiple deprivation. Reference local strategies where this information is cited.

2.6.2 **Consultations:** User public / community consultations to identify barriers to participation and opportunities for behaviour change.

2.6.3 **Outcome:** What is required to achieve our outcomes identified in Stage 1?

2.6.4 Our recommendations and considerations from reviewing the insight of Pendle in **Stage 2** are as follows:

- **Local Health / demographic / activity levels summary**
 - The strategies reveal that the Council has a strong evidence base for and clear understanding of local socio-economic profiles, population trends, health concerns and inequalities. All information should use the most up to date data available.
 - This insight will help to focus resources to reduce levels of inactivity which will result in the greatest individual, community and economic gains and therefore sustainable impact.
 - The Lancashire Insight website has local authority insight including Pendle which is a useful one stop resource for providing an overview to health and wellbeing in Pendle. It contains a wealth of information including life expectancy, deprivation, population, health & wellbeing, indicators for adults and children. It appears to be updated regularly (Insight – Jan 2021). It would be worth cross checking with the latest Public Health England (PHE 2019), ONS population and Sport England Active Lives and insight tools, for 2019/2020 information.
 - When available the new Census 2021 (21 March 2021) data should be reviewed and incorporated where relevant.
 - In addition, as part of the Pennine Lancashire Population Health Community Investment Fund (PHCIF) 2020/21 local population health insight data and analysis is taking place (Feb-March 2021) to support Pendle Covid-19 recovery, providing a framework for Pendle's place planning. This analysis will review new and available datasets at a Pendle/neighbourhood level, e.g. ICS Integrated Data Hub, NHSVR dataset, Lancashire Insight etc. It will consider the relationship between the social environment and health and how Covid-19 has impacted on community wellbeing, particularly children and young people and vulnerable groups, in the short, medium and longer term. This data will help inform the Insight section, shape future place planning beyond the pandemic.
 - Information should be considered for the whole Council area.

- **Local Catchment Area**

- In January 2020 the Trust undertook a latent demand for fitness at each centre. It is recommended that an update is undertaken to ensure any changes in existing membership base and competition are taken into account.
- Additional mapping may be required to understand the known users against the Pendle profile, which helps to ascertain which people are not using the leisure centres and are therefore under-represented. This in turn helps to determine which groups to engage with in the future to find out their barriers to physical activity and what would encourage them to participate. This will highlight both geographic or demographic 'gaps'.
- Further information on **Catchment mapping and mosaic profiling** can be found in Appendix 2.

- **Public Consultation**

- Community consultation can then focus on the 'gaps' of those not taking part in physical activity, to understand what service or facility interventions are most likely to impact a behaviour change. It is understood that some public consultation work focusing on under-represented groups has already been undertaken.
- A public consultation took place to inform the Pendle's Sport & Leisure Strategy during Summer 2018. This consultation was to help shape future provision and included barriers to participation questions. Use the findings from this research to inform and tailor the questions as part of the SOPM consultation.
- An online community survey can be used to investigate the attitudes and behaviours around physical activity and opinions, awareness of physical activity and local leisure centres alongside finding out what would encourage residents to use the facilities in the future.
- The Council has advised that research is currently being undertaken as part of the LDP.
- If the previous consultation is not wide enough, we would suggest running a series of in-depth focus groups to discuss further with these groups their barriers and encouragement factors to taking part in physical activity.
- Further details on **Public consultation and examples are provided in Appendix 3.**

- **Active Travel/Active Environment**

- The Council does not currently have an 'active transport' strategy across Pendle. However, both Lancashire County Council and Pendle Council have cycling strategies which aim to improve conditions for cyclists either by providing new routes or making existing routes safer. They also aim to encourage people to cycle to work, school and for leisure and health purposes, and look at developing cycle tourism and schemes which encourage young people to cycle.
- The wider active environment is well mapped with Pendle's Sport & Leisure Strategy, Playing Pitch Strategy, and Pendle Open Space Audit Report 2019. This could be extended to focus on working with existing stakeholders who have an interest in the active environment, active design (e.g. parks and open spaces, and planning). The Green Infrastructure (GI) Strategy as referred to in the GI strategy scoping report will also provide an additional audit of Pendle's active environment. This strategy is a supporting document for Pendle's Local Plan part 2, which is currently out to consultation.
- The importance of creating an active environment through active design to encourage active communities is recognised in the Local Plan; *"Ensuring that existing quality open space, sports, recreation and leisure facilities are protected and that new developments provide easy access to such facilities is important to provide healthy environments with opportunities for people to live more active lifestyles."*
- The Pendle Strategic Plan recognises the importance of Pendle's parks and open spaces for recreational use; *"Maintain and promote the Borough's green spaces to encourage greater use of the facilities provided."* And *"Review the Borough's sports facilities to ensure they are fit for the needs of our residents and encourage greater use."*
- This is supported by the Green Infrastructure Strategy vision for green infrastructure to; *"be a network of multi-functional green spaces, watercourses and connections across the borough. These spaces will be protected and enhanced for the benefit of the community and natural environment."* This vision will be supported by the aims and objectives of the strategy including;
 - promoting more active lifestyles thereby improving people's health and wellbeing; and,
 - providing places for outdoor recreation and play

To complete **Stage 2** the following input is required. Wording highlighted in **red** indicates where further support maybe required.

Table 2 – Stage 2 Input Required

Insight	Source
Local Health Summary	<p>Local context, demographics and health profile – include references from the following:</p> <ul style="list-style-type: none"> • Sport England Active Lives Data – insert relevant adult / children participation rates. • Sport England local insight tool – select relevant data. • Insert health indicators - insert information about deprivation and health priorities for the Borough • Index of multiple deprivation - commentary about levels of deprivation in Pendle in comparison to other parts of the country - The Index of Multiple Deprivation 2019 full report • Include Pennine Lancashire local population health insight data and analysis to be completed end of March 2021.
Local Catchment Area	<p>Population Statistics - including commentary e.g. In 2019, 65+ and 0-15 year groups higher than national average. ONS projects a declining population from 90,800 in 2019 to 89,400 by 2041.</p> <p>Ethnicity - Add commentary e.g. higher numbers of Asian / ethnic minorities compared to England average.</p> <p>Who currently uses the leisure facilities? - Map postcode data of members/users to identify under-represented groups and mosaic profiles.</p> <p>Catchment mapping and mosaic profiling (details found in Appendix 2).</p>
Public Consultation	<p>Commission series of public consultations including online community consultation and under-represented groups to understand what barriers exist to participating in physical activity and what encouragement factors would increase participation.</p> <p>Include LDP research and any consultation work.</p> <p>Include feedback and results in report after consultation / workshops e.g. Pendle's Sport & Leisure Strategy 2019- 2024</p> <p>Public consultation details and examples are provided in Appendix 3.</p>
Active Transport	Consider opportunities for active travel and transport opportunities across Pendle.
Outdoor Spaces	<p>Insert information about the open spaces / parks used for recreational activity in Pendle.</p> <p>Include any relevant recommendations from the Pendle Local Plan 2011-2030 regarding open spaces including any public consultation results.</p>
Wider Environment	Include Pendle Playing Pitch Strategy, Open Spaces Audit and Green Infrastructure Strategy
Pendle strategic objectives now & in the future	To be determined by Council and partners / stakeholders



Stage 3 - Interventions

Introduction

3. Stage 3 of Sport England's Strategic Outcomes Planning Guidance:

Identify how the outcomes can be delivered sustainably

- 3.1 Having used insight to identify strategic objectives, the focus in Stage 3 is on what interventions will have the greatest impact on the objectives and the greatest contribution to strategic outcomes.
- 3.2 By considering a range of facility and service interventions across the broad range of provision, this stage will identify the optimal and sustainable mix of facility and service interventions. It is likely to require investment in resources, officer time and potentially external consultancy support. This up-front investment is valuable and will be recovered quickly during implementation.
- 3.3 The Council may also wish to review the management model(s) being used to deliver its core sport and physical activity services to ensure it has the most effective and efficient model for their local area and one that is sustainable in the future.
- 3.4 Finally, the development of key performance indicators (KPIs) will ensure policy makers and strategic stakeholders can monitor progress and take action when required to ensure interventions continue to have an impact over the long term.

3.5 The four steps within this stage are:

Step 1A – consider a range of facility and service interventions across the broad range of provision;

Step 1B – determine the optimal and sustainable mix of facility & service interventions;

Step 1C – explore and identify effective management option(s) to deliver core facility and service interventions;

Step 1D – establish the key performance indicators (KPIs) for each intervention.

Stage 3 Interventions - Identify how the outcomes can be delivered sustainably.

3.6 **Deductions from this stage:** What facility / service is required to overcome barriers to meet outcomes of those targeted groups with most need? What is the cost of these and are they affordable given the Council's capital and revenue parameters? If the optimum options aren't affordable, what are the affordable solutions that best meet residents' needs?

3.6.1 **Evidence:**

- The Pendle sports and leisure strategy reviewed sports provision in the area but did not include FPM runs. The Indoor Sports Review 2017 document also sets out a review of indoor sports facilities.
- Considering the length of time since the above reports were completed, it is likely some of the information will be out of date and therefore it would be necessary to commission an update of the Indoor Sports Facility Review following the ANOG guidance aligned the timescales of **Pendle's Local Plan**.
- With wider consultation within the SOPM consideration will be made to the overall demand and supply of **traditional sports facilities** to provide priorities for the leisure service in respect to facility interventions. This in turn will support the future development of the role each facility plays in Pendle. Some sites may be designated to offer a more 'social value' role than others which may be more commercially focused.
- Opportunities to increase resident's physical activity should also be developed **outside traditional 'leisure centres'**, within local places and via active travel opportunities.
- This focus for each facility will influence future interventions, amendments to any facility mix and layouts, capital costs due to any changes, and impact on revenue streams.
- Review all possible service reviews (programming, pricing, staffing etc) to impact participation levels.
- Consider developing 'community hubs' – to integrate 'leisure centres' within communities and other community buildings.
- Include outcomes from the analysis of the consultation (from Stage 1 and 2) e.g. facilities required by community, or user groups such as disability and any gaps in provision in communities.
- Consider the current effect of Covid-19 and the impact this may have on what leisure centres will look after the pandemic. Is the current model still fit for purpose or are there adjustments required for facilities to operate?

3.6.2 **Delivery:** best management options. A management options review has previously been undertaken in 2019 and therefore no further review is required.

3.6.3 Our recommendations and considerations from reviewing the interventions in **Stage 3** are as follows:

- Stages 1 and 2 the updated indoor Sports Facility Review will set out the facility priorities whilst taking into consideration the outcomes and future demographic

changes of residents. This will enable the Council to consider in order of priority what interventions it undertakes. These interventions will also consider community assets that can offer physical activity opportunities, and not just traditional sports centres.

- Some or all of the following may need to be considered:
 - Any new build or refurbishment of existing centre(s)
 - Any amendments to community facilities
 - Any amendments to building layouts and therefore capital costs.
 - How any potential investment works could be funded?
 - Overall priority and affordability of the required works
- It is crucial at this stage that the Council has a full understanding of the condition of its existing facilities, as this will be a major role in informing the future viability of its current facility stock, in terms of ensuring they are fit for purpose and the attractiveness to users. The Council has site condition surveys, with an overall high level costed summary.
- Service interventions should be considered alongside facility interventions as, in some cases, there may be a more cost-effective way of delivering an outcome through a service adjustment / enhancement rather than through a large capital investment.
- Include service intervention and facility intervention suggestions from key stakeholder consultation and public consultations, including those from the Pendle Sport & Leisure Strategy sessions undertaken in Summer 2018.
- The Council needs to consider all community facilities that offer some type of sport or physical activity offering.
- It is beneficial to have clear KPIs developed for each intervention (whether facility or service based) in order to ensure that the successful interventions and their contribution towards the agreed strategic outcomes can be clearly measured / evaluated / evidenced.
- Pendle Leisure Trust operates all the facilities. The Council has previously reviewed alternative delivery models in 2019, a further review is not required.
- Incorporate a review of the impact of Covid-19 and any amendments to capacity and facility adjustments required for the future leisure offer in Pendle.

- The optimal mix of facilities and services provision should be presented to the steering group to consider and agree. The optimal mix is likely to include some, or all, of the following elements:
 - active environment;
 - open spaces;
 - playing pitches;
 - leisure facilities;
 - community and education facilities;
 - development and outreach/intervention services; and,
 - colocation of additional service offerings

3.6.4 Funding Opportunities

- The Council to consider combination of:
 - Sport England Strategic Facilities Funding;
 - New Town Deal funding (if the Councils bid is successful this will be for Pendle Wavelengths only);
 - Prudential borrowing; and,
 - Capital Reserves

3.6.5 To complete **Stage 3** the following input is required. Wording highlighted in **green** indicates where further external support may be required.

Table 3 – Stage 3 Input Required

Interventions	Source
Consider a range of facility and service interventions across the broad range of provisions	<p>Identify any outcomes from the review of assets currently being undertaken by PBC.</p> <p>From stages 1 and 2, identify facility and service interventions required to meet the strategic objectives. Understand if the current facilities and activities are reaching those who need them most.</p> <p>Analyse as required, current performance of the leisure centres. (Where is there latent demand or under-utilisation?).</p> <p>Undertake commercial assessment of latent demand for fitness (see Appendix 4)</p> <p>Undertake an updated competition analysis since 2019 (see Appendix 5) of alternative physical activity and wellbeing facilities, available throughout Pendle, to compliment traditional sports facilities and help inform any future amendments to the leisure provision. Understanding that some facilities will develop a more commercial focus, whilst others will offer greater social value to the local community.</p> <p>Identify any co-location type opportunities from stage 1.</p> <p>Following consultation with the project team on the facility mix options, determine how they can be best</p>

Interventions	Source
	<p>provided within the existing leisure portfolio, considering community hubs with colocation, refurbishment and/or new build options.</p> <p>Understand any priorities for individual facilities any options identified and therefore any specific feasibility studies required. If a feasibility study is required, the following outputs to be included as applicable:(see Appendix 7)</p> <ul style="list-style-type: none"> • Site analysis • Refurbish versus new build options. • RIBA stage 0/1 layouts and site plans • Capital costs including residual condition survey costs. • Revenue business plans • Capital funding; how will the Council access capital, and what is the cost of borrowing. • Do revenue savings need to pay back the capital costs? • Overall affordability • Impact of Covid-19 <p>Identify any further facility requirements across the remaining Council area.</p> <p>Service interventions</p> <p>Based on input and suggestions from key stakeholders and residents / groups during the consultation in stage 2.</p> <p>Set out potential service interventions; within leisure centres and/or delivered within other community facilities / locations (parks, open spaces, estates etc).</p> <p>Consider where best to invest any available funding and how this can deliver the overall required outcomes.</p>
Determine the optimal and sustainable mix of facility and service interventions	<p>Following any required feasibilities, and presentation to the project team, set out the optimum facility and service interventions required across the leisure portfolio.</p> <p>Analyse the stakeholder workshops and community consultation findings to include relevant facility and service intervention suggestions e.g.</p> <p>Facility – More disabled parking spaces</p> <p>Service – Dementia-friendly staff training, inclusive swimming sessions for people with disabilities.</p> <p>The updated Indoor Sports Facility Review following ANOG guidance and FPM recommendations will be assessed, and options reviewed for facility interventions.</p>

Interventions	Source
	<p>Incorporate the findings from PBC's leisure asset review and condition surveys.</p> <p>The Council should consider the service that is to be delivered within the centres and within the communities. Establish a shared vision for the future.</p>
Does the Council require a review of alternative delivery models?	The Council has previously looked in depth at the potential for an alternative delivery model and no further review is required.
Does the Council have any established key performance indicators (KPIs)	<p>Establish key performance indicators for each intervention and incorporate any current relevant ones.</p> <p>KPIs to be agreed in consultation with the key stakeholders that include baselines, targets and timescales using a practical methodology for data collection and validation with review mechanisms.</p>



Stage 4 - Commitment

Introduction

4. Stage 4 of Sport England's Strategic Outcomes Planning Guidance:

Secure investment commitment to outcome delivery

- 4.1 This stage brings together all the key outputs from previous stages into a business case that provides a holistic and complete view of the local authority's strategic approach. This stage will show that implementation is affordable, achievable and sustainable.
- 4.2 A key step in this stage is the identification of resources and specialist support to progress the implementation stage. This could be external or additional internal support such as procurement, redesign services to move towards implementation.
- 4.3 This approach will assist the Council to move towards implementation of its strategic approach having secured stakeholder commitment and 'buy in'.
- 4.4 The three steps within this stage are:

Step 1A – agree a sustainable and effective business case;

Step 1B – identify resource requirements to support implementation;

Step 1C – secure stakeholder commitment and move to implementation.

Stage 4 Commitment - Secure investment and commitment to outcome delivery**4.5 Deductions from this stage:** Is it affordable / approval process?**4.5.1 Delivery:** Budget Implementation / Sign off**4.5.2** Our recommendations and considerations from reviewing **Stage 4** are;

- The business case will bring together the key elements from Stages 1 – 3 which will provide a robust and evidenced approach for final review and agreement to implement the strategic visions.
- It needs to satisfy a case for change and optimise value for money in terms of economic, social and environmental benefits. It needs to be financially viable and needs to be achievable.
- It will be important to ensure that the Council's finance team has direct involvement in the development / sign-off of the business case to ensure compliance with financial regulations and standing orders and that the necessary funding and budgets are in place.
- The steering group must sign-off the business case. It is important to secure time and resources from a project group to undertake different work streams, in addition to possibly using external consultant support where necessary.
- A full report should be presented to cabinet/members for approval that summarises key elements of the business case.

4.5.3 To complete **Stage 4** the following input is required.**Table 4 – Stage 4 Input Required**

Commitment	Source / Action
Business Case	<p>Present a fully resourced financial business case for the Council to secure stakeholder commitment to delivery.</p> <p>Set out the current costs of the service compared to the impact of any facility / service interventions.</p> <p>Business plan to be finalised for any facility / service interventions including income / expenditure / cost of capital etc.</p> <p>Outputs to include:</p> <ul style="list-style-type: none"> • Capital and revenue requirements. • Net effect on surplus / subsidy including cost of capital. • Impact on trading income and expenditure account. • Overall affordability and funding. • Confirmation support to the business case.
Implementation	<p>Budgets update – set out implementation budget and timescales.</p> <p>Set out governance process for sign off and confirmation of all stakeholder commitment.</p>
Appendix	Detailed items such as needs analysis, sport and physical activity strategy, financial modelling, cost plans, designs etc. can be included in the appendix.

5. Summary and Recommendations

- 5.1 Pendle Borough Council (PBC) requires Strategic Outcomes Planning support to develop a clear Council wide joined up approach and vision (determined by local priorities and outcomes) to provide effective and sustainable physical activity and sport opportunities for local communities.
- 5.2 The Council and Pendle Leisure Trust are looking to review their key leisure centres and services across the Council area with a view to secure funding towards redevelopment of West Craven Sports Centre as well as review options at the Councils other two leisure centres.
- 5.3 Our overall conclusions from this review are as follows:
- The Council has a clear emphasis on sport and physical activity and how they are vital components of daily life that can benefit communities by helping people to enjoy healthy and independent lives.
 - The Pendle Strategic Strategy clearly sets out the Council's vision, with key themes and an action framework.
 - The Pendle Sport & Physical Activity Strategy 2019-24 is a key document to reference in the Strategic Outcomes Planning Model when published.
 - It is recommended the Council commissions an update of the Indoor Sports Facility Review following the 'Assessing Needs and Opportunities Guide' ANOG guidance looking forward to 2030 aligned with the Local Plan. This evidence base will determine the future needs for indoor sports facilities and provide recommendations and an evidence base for the SOPM.
 - The Council has a strong evidence base for and clear understanding of local socio-economic profiles, population trends, health trends and inequalities, social issues etc. The recent PHCIF Insight & Research Project will provide additional up to date insight.
 - Existing leisure centre user mapping has been undertaken by Pendle Borough Council, but further mapping of all known users would be useful to identify which PBC residents currently use the leisure facilities and thereby those who are not currently accessing the centres. This will highlight both geographic, demographic 'gaps'. This mapping may identify further under-represented groups that require additional community consultation to understand more about the specific issues and barriers facing inactive and under-represented groups in the local community.
 - As areas of deprivation are a LDP and Council priority mapping against the Council centres will highlight any gaps in provision across the Borough. Further review will enable community delivery to be targeted to those who are in most need.
 - Latent demand of fitness and other opportunities to be physically active should be assessed to inform the optimum facility mix for any re-developed facilities within Pendle.
- 5.4 We have set out a 'roadmap' and timeline below for the Council in order to summarise the required next steps to develop a Strategic Outcomes Planning Model which is compliant with the approach set out in Sport England's guidance.
- 5.5 The current SOPM 'checklist' is included in Appendix 7.

Table 5 – Roadmap

Stage	Recommendations	Timeline
Stage 1 – Outcomes	<ul style="list-style-type: none"> - Set up a steering group for the project (Council-led action). - Consultancy to propose a design team to include architect and cost consultants to deliver feasibility elements. - Review the existing strategies and identify the wider strategic outcomes that increasing sport and physical activity can impact. - Consult and run workshops with key stakeholders (internal and external). - Identify further partners for engagement workshops - those whose priorities can be positively impacted by S&PA. - Confirm key stakeholder input - facility and services. - Set out cross dept collaboration across Pendle Borough Council including Leisure Centres. - Set out the vision and objectives. 	<ul style="list-style-type: none"> - Month 1 Establish a steering group - Month 1-2 Complete Stage 1 actions
	Updated Indoor Sports Facility Review Actions <ul style="list-style-type: none"> - Commission an updated Indoor Sports Facility Review following the ANOG guidance - Consultation - NGB's, sports clubs 	
Stage	Recommendations	Timeline
Stage 2 – Insight	<ul style="list-style-type: none"> - Demographic Assessment - Population / demography / health profile review. - Update latent demand. - Map existing members - highlighting under-represented groups. - Undertake public / community consultation with target groups areas in order to develop a better picture of what is happening locally and what the key barriers and opportunities are (online survey / In-depth focus groups) - Identify and agree any new population data from any new housing development. - Identify barriers and opportunities for change. - Identify opportunities for active environment / travel (include engagement with active travel forums). - Identify how strategic objectives can be achieved. - Create outcome and KPIs to meet priorities and local need. 	<ul style="list-style-type: none"> - Months 3-5 Complete Stage 2 actions
	Updated Indoor Sports Facility Review Actions <ul style="list-style-type: none"> - Desk top audit sport and leisure facilities and community space. - Assessment of Facility Planning Model Sports Halls and Pools. - Mapping of sports and leisure facilities with catchment drive times. - Final Needs Analysis. 	
Stage 3 – Interventions	<ul style="list-style-type: none"> - Determine residual requirements for all centres. 	<ul style="list-style-type: none"> - Months 6-9

Stage	Recommendations	Timeline
	<ul style="list-style-type: none"> - Identify the required service and facility interventions across the leisure portfolio including community facilities. - Identify any potential consolidation of leisure centres. - Develop any required feasibility studies. - Undertake latent demand reports required for identified facilities. - Analysis of alternative informal physical activity opportunities to be assessed (adventure play / climbing etc) for sites identified to deliver alternative activities. - Liaise with specialist design teams and cost consultants on facility mix requirements as required including capital costs. - Business plans for any redevelopment/refurbishment of centres. 	Complete Stage 3 tasks. Incorporating facility and service interventions.
Stage 4 – Commitment	<ul style="list-style-type: none"> - Agree a business case and secure stakeholder commitment to delivery (Council-led action) 	<ul style="list-style-type: none"> - Timeline depends on the need for, and delivery of, feasibility studies at Stage 3

APPENDIX 1 – Key Stakeholder Engagement Workshops

Key Stakeholder Engagement Workshops

What?

- Key Stakeholder Engagement to fully develop shared local outcomes for Pendle that physical activity, leisure and sport can impact and secure buy in from stakeholders

How?

- Run a series of virtual workshops for 4-6 people (due to COVID-19 restrictions these could take place via video conferencing)
- Pendle Borough Council to identify additional key internal and external stakeholders

Example agenda

- Introduction and roles
- Explain strategic delivery background
- Set the scene with local outcomes

Local community need - Example themes:

- If sport and physical activity levels were increased, would this impact any of your strategic outcomes?
- Which target groups do you work with?
- What do you perceive to be the likely barriers that prevent people from taking part in sport and physical activity?

Interventions - Example themes:

- If and/or when new remodeled or redeveloped leisure centres are provided what services / facilities should be delivered?
- Would you, for example, see any opportunities of joint working/co-location?
- Are you able to access any capital / revenue funding towards new facilities / services?

APPENDIX 2 – Local Catchment Area – Who currently uses the leisure facilities?

Local Catchment Area – Who currently uses the leisure facilities?

What?

- Map postcode data of members/users to identify under-represented groups and mosaic profiles

How?

- Map all unique known users of the leisure centres against the demographic profile of the borough. Ideally by age, gender and separated by centre.
- Analyse data to determine under-represented groups and opportunities in the future

Example Information

Member Mapping

- Mapping where customers live in relation to a facility provides an understanding of the geographical spread and any specific concentration of customer types.

Figure 7 – Member Mapping & Catchment drive time example

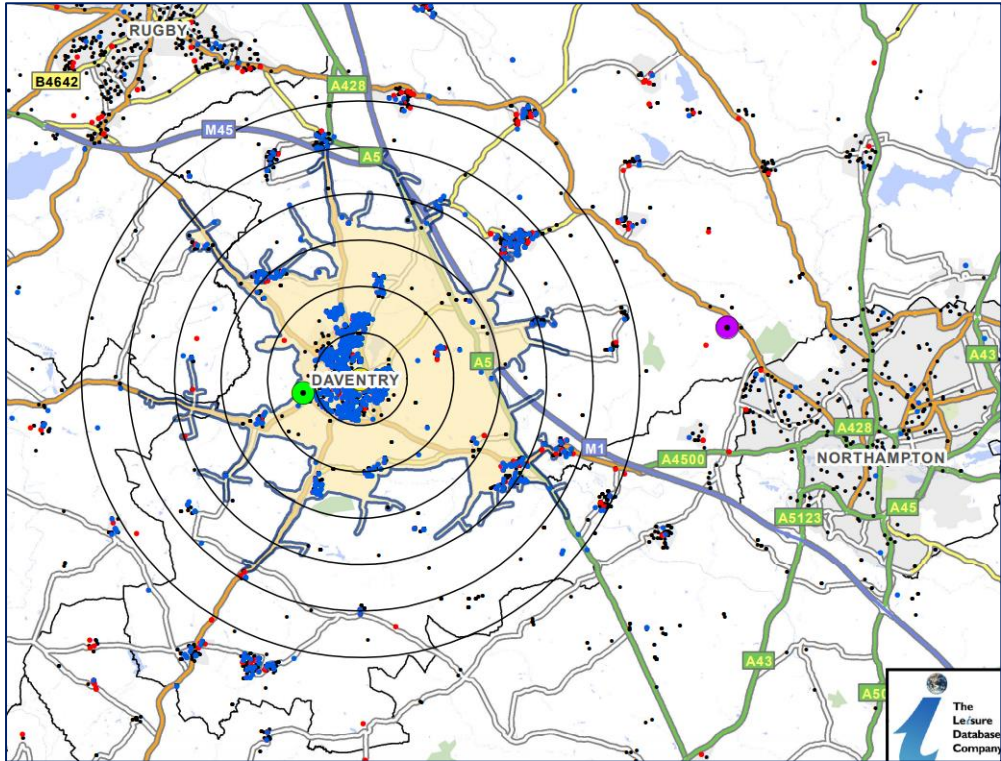
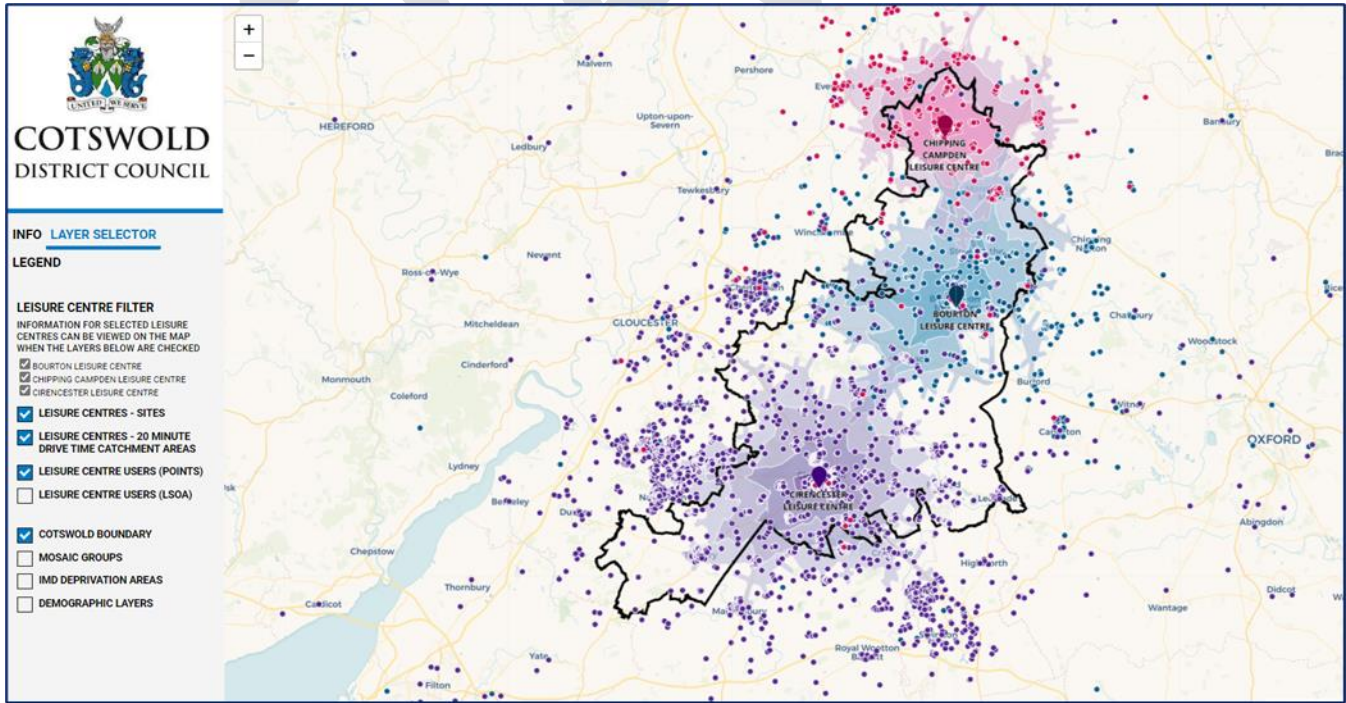


Figure 8 – Member Mapping & 20-minute drive time catchment example



Mosaic Profiling

- Mosaic is Experian's most comprehensive cross-channel consumer classification. Using new data and analytical methods, you get deeper insights on consumer lifestyles and behaviour to help you make more informed marketing decisions.
- It allows you to understand geographic concentrations of your best customers to optimise your location footprint.
- Mosaic reports allow you to compare your users profile to the population within the local authority area, using gender, age and deprivation.
- Mosaic gives you a pin-sharp picture of today's UK consumer, reflecting the latest consumer and societal trends.

Figure 9 – Mosaic UK groups and types

Mosaic UK groups and types

This latest version of Mosaic UK classifies consumers in the UK into one of 66 types and 15 groups.

Group	Description	% ♂	% ♀	Type	Description	% ♂	% ♀
A	City Prosperity	3.97	3.58	A01	World-Class Wealth	0.68	0.59
				A02	Uptown Elite	1.31	1.12
				A03	Penthouse Chic	0.48	0.53
				A04	Metro High-Flyers	1.51	1.34
B	Prestige Positions	9.01	7.42	B05	Premium Fortunes	1.33	1.00
				B06	Diamond Days	1.06	1.14
				B07	Alpha Families	1.47	1.43
				B08	Bank of Mum and Dad	3.12	1.74
				B09	Empty-Nest Adventure	2.03	2.11
C	Country Living	6.49	6.07	C10	Wealthy Landowners	1.58	1.34
				C11	Rural Vogue	1.76	1.49
				C12	Scattered Homesteads	1.52	1.41
				C13	Village Retirement	1.62	1.82
D	Rural Reality	5.55	5.87	D14	Satellite Settlers	1.68	1.88
				D15	Local Focus	1.93	1.83
				D16	Outlying Seniors	1.50	1.70
				D17	Far-Flung Outposts	0.44	0.46
E	Senior Security	6.58	8.46	E18	Legacy Elders	1.32	1.89
				E19	Bungalow Haven	1.53	1.88
				E20	Classic Grandparents	2.30	2.23
				E21	Solo Retirees	1.42	2.46
F	Suburban Stability	10.32	8.40	F22	Boomerang Boarders	3.29	2.02
				F23	Family Ties	3.74	2.11
				F24	Fledgling Free	1.89	1.85
				F25	Dependable Me	1.40	2.41
G	Domestic Success	7.05	6.86	G26	Cafés and Catchments	1.54	1.31
				G27	Thriving Independence	1.59	1.85
				G28	Modern Parents	1.82	1.66
				G29	Mid-Career Convention	2.10	2.05
H	Aspiring Homemakers	8.17	8.79	H30	Primary Ambitions	2.06	1.96
				H31	Affordable Fringe	2.20	2.16
				H32	First-Rung Futures	1.73	2.10
				H33	Contemporary Starts	1.09	1.25
				H34	New Foundations	0.12	0.16
				H35	Flying Solo	0.97	1.17

Group	Description	% ♂	% ♀	Type	Description	% ♂	% ♀
I	Family Basics	8.74	7.22	I36	Solid Economy	1.85	1.67
				I37	Budget Generations	2.72	1.54
				I38	Childcare Squeeze	2.02	1.99
				I39	Families with Needs	2.15	2.01
J	Transient Renters	5.95	6.45	J40	Make Do & Move On	1.45	1.95
				J41	Disconnected Youth	1.04	1.36
				J42	Midlife Stopgap	1.92	1.60
				J43	Renting a Room	1.54	1.54
K	Municipal Challenge	5.69	6.46	K44	Inner City Stalwarts	0.71	0.84
				K45	Crowded Kaleidoscope	1.22	1.18
				K46	High Rise Residents	0.32	0.43
				K47	Streetwise Singles	1.37	1.81
L	Vintage Value	4.73	6.82	K48	Low Income Workers	2.07	2.20
				L49	Dependent Greys	0.81	1.23
				L50	Pocket Pensions	0.84	1.28
				L51	Aided Elderly	0.61	0.94
M	Modest Traditions	5.95	5.85	L52	Estate Veterans	1.21	1.61
				L53	Seasoned Survivors	1.25	1.76
				M54	Down-to-Earth Owners	1.80	1.75
				M55	Offspring Overspill	2.74	1.71
N	Urban Cohesion	5.37	4.79	M56	Self Supporters	1.41	2.40
				N57	Community Elders	1.18	1.05
				N58	Cultural Comfort	1.85	1.37
				N59	Asian Heritage	1.19	0.95
O	Rental Hubs	6.43	6.96	N60	Ageing Access	1.15	1.42
				O61	Career Builders	1.45	1.59
				O62	Central Pulse	0.91	1.04
				O63	Flexible Workforce	1.26	1.26
				O64	Bus-Route Renters	1.35	1.81
				O65	Learners & Earners	0.85	0.72
				O66	Student Scene	0.61	0.54

Figure 10 – Example of a Mosaic profile – Prestige Positions

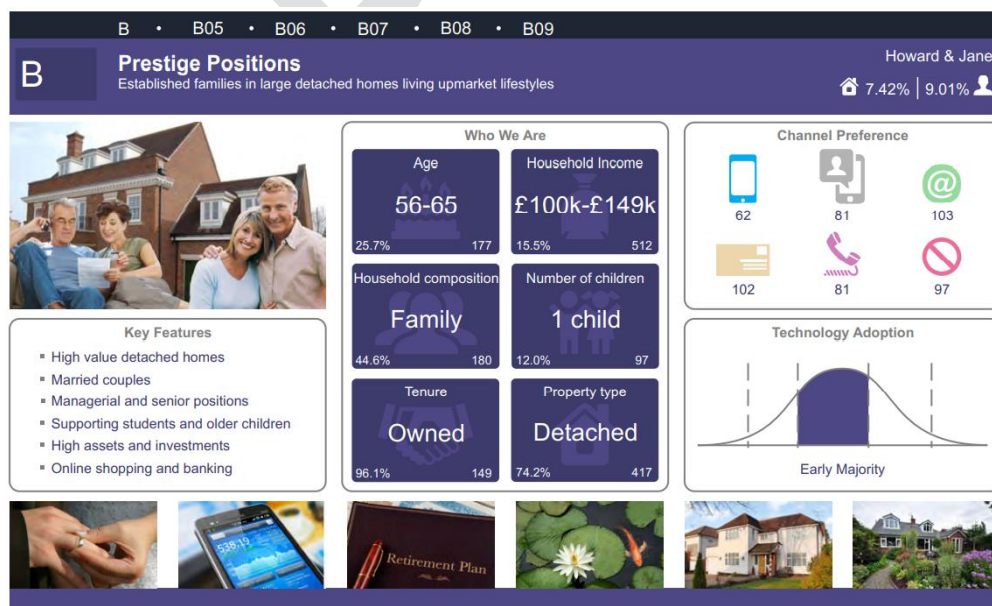


Figure 11 – Example of a Mosaic profile and User Profile

MOZAIC GROUP***	RESIDENT POPULATION (LOCAL AUTHORITY)*	RESIDENT POPULATION (LOCAL AUTHORITY) PERCENTAGE	ALL KNOWN USERS - ALL LEISURE CENTRES		LOCAL AUTHORITY USERS - ALL LEISURE CENTRES		Penetration Rate (Local Authority)
			Total	Percentage of Members	Total	Percentage of Members	
A City Prosperity	0	0.0%	0	0.0%	0	0.0%	
B Prestige Positions	3,254	1.3%	386	2.1%	147	1.0%	0.81
C Country Living	2	0.0%	271	1.5%	0	0.0%	
D Rural Reality	0	0.0%	222	1.2%	0	0.0%	
E Senior Security	19,609	7.7%	1,394	7.7%	996	7.0%	0.92
F Suburban Stability	14,159	5.5%	1,335	7.4%	794	5.6%	1.01
G Domestic Success	10,581	4.1%	1,014	5.6%	693	4.9%	1.18
H Aspiring Homemakers	34,318	13.4%	2,739	15.1%	2,350	16.6%	1.24
I Family Basics	37,439	14.6%	2,402	13.2%	2,184	15.4%	1.05
J Transient Renters	43,959	17.2%	2,250	12.4%	2,082	14.7%	0.85
K Municipal Challenge	34,192	13.4%	1,903	10.5%	1,839	13.0%	0.97
L Vintage Value	21,740	8.5%	1,144	6.3%	1,052	7.4%	0.87
M Modest Traditions	20,186	7.9%	1,386	7.6%	1,185	8.4%	1.06
N Urban Cohesion	7,734	3.0%	286	1.6%	276	1.9%	0.64
O Rental Hubs	7,472	2.9%	295	1.6%	272	1.9%	0.66
U Unclassified	1,187	0.5%	77	0.4%	69	0.5%	1.05
Unknown	0	0.0%	1,043	5.7%	243	1.7%	
Total	255,833		18,147		14,182		

Figure 12 – Example of a User profile – Deprivation

DEPRIVATION (DECILE)**	RESIDENT POPULATION (LOCAL AUTHORITY)*	RESIDENT POPULATION (LOCAL AUTHORITY) PERCENTAGE	ALL KNOWN USERS - ALL LEISURE CENTRES		LOCAL AUTHORITY USERS - ALL LEISURE CENTRES		Penetration Rate (Local Authority)
			Total	Percentage of Members	Total	Percentage of Members	
1 (Most Deprived)	84,133	32.9%	4,527	24.9%	4,500	31.7%	0.96
2	52,781	20.6%	3,131	17.3%	2,995	21.1%	1.02
3	27,016	10.6%	1,433	7.9%	1,203	8.5%	0.80
4	18,835	7.4%	1,521	8.4%	1,179	8.3%	1.13
5	16,815	6.6%	1,104	6.1%	932	6.6%	1.00
6	28,390	11.1%	2,140	11.8%	1,810	12.8%	1.15
7	10,061	3.9%	1,154	6.4%	567	4.0%	1.02
8	5,452	2.1%	970	5.3%	381	2.7%	1.26
9	9,664	3.8%	1,159	6.4%	539	3.8%	1.01
10 (Least Deprived)	2,686	1.0%	283	1.6%	77	0.5%	0.52
Unknown			725	4.0%	0	0.0%	
Total	255,833		18,147		14,183		

APPENDIX 3 – Understanding Local Need: Community Consultation

Understanding Local Need: Community Consultation

What?

- The objective is to identify the reasons and barriers that non-users face to ensure future provision; both the leisure centres themselves and how the centres are managed, positively impact the barriers and are planned to directly increase the uptake of those that currently do not take part.

How?

- The community / non-user consultation can be delivered internally or by external agencies
- Run an online 'have your say' resident survey
- Run a series of in-depth community focus groups

Online 'have your say' resident survey

- An online survey for residents to complete, (target of 400-500 completions), asking questions about awareness of physical activity opportunities, barriers to taking part, encouragement factors etc. The survey can be promoted via existing Council channels; websites etc.

Questions to include:

- How important do you think regular activity / exercise is? E.g. very important, important, neither important nor unimportant, unimportant, very unimportant
- Over the course of a normal week, did you undertake 150 minutes (2 and a half hours) of moderate intensity activity, or 75 minutes of vigorous intensity? E.g. yes always, yes usually, sometimes, not often, no never
- How important are the following factors when thinking about undertaking more physical activity or exercise? Include list e.g. cleanliness of facilities, availability of transport, accessible and good quality facilities etc.

In-depth Community Focus Groups

Focus groups (can be undertaken by zoom and other on-line platforms as social distancing still relevant):

- To be carried out after the surveys above, in order to drill down further on the results from the surveys. They will target particular target/hard to reach groups, such as older people, BAME groups, people with disabilities, inactive young women, O55s, unemployed etc, and can be recruited from the survey respondents or through local community groups.
- The findings from public consultation along with the data available from public health will collectively inform the local need for facilities and services related to sport and physical activity.
- Using the data and research collated in Stage 1, research specific local barriers by target groups and communities and identify opportunities that will support behaviour change.

Questions to include:

- What is your main reason for wanting to undertake more activity / exercise? E.g. to improve / maintain my physical health, to socialise / meet new friends
- If you do not want to do more, why don't you want to do more activity / exercise e.g. not enough time (work/home/childcare), health/disability problems, costs, no motivation etc.
- What facility mix would you like to see more of in your local leisure facilities e.g. parks, sports centre, outdoor space?

APPENDIX 4 – Latent Demand Report

Latent Demand Report

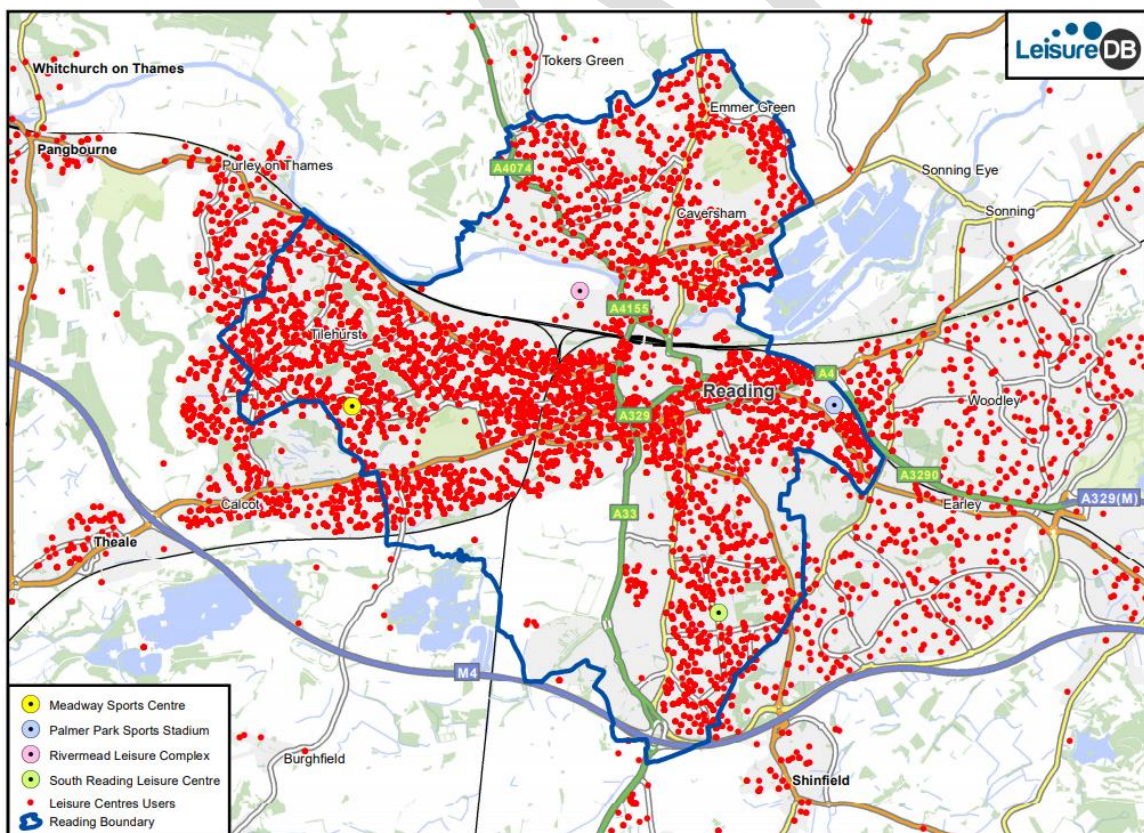
What?

- Undertake a commercial assessment of latent demand for fitness

How?

- Either commission an external agency or use in-house data if available to understand the total demand for fitness memberships across the Pendle leisure centres
- This will identify opportunities for growth in fitness membership and the optimal sizes of the gym
- As part of this process existing members will be mapped to demonstrate where members live in relation to the centre

Figure 13 – Example of a member map no catchment



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Prepared for Max Associates by The Leisure Database Company, March 2019

APPENDIX 5 – Competition Analysis

Competition Analysis

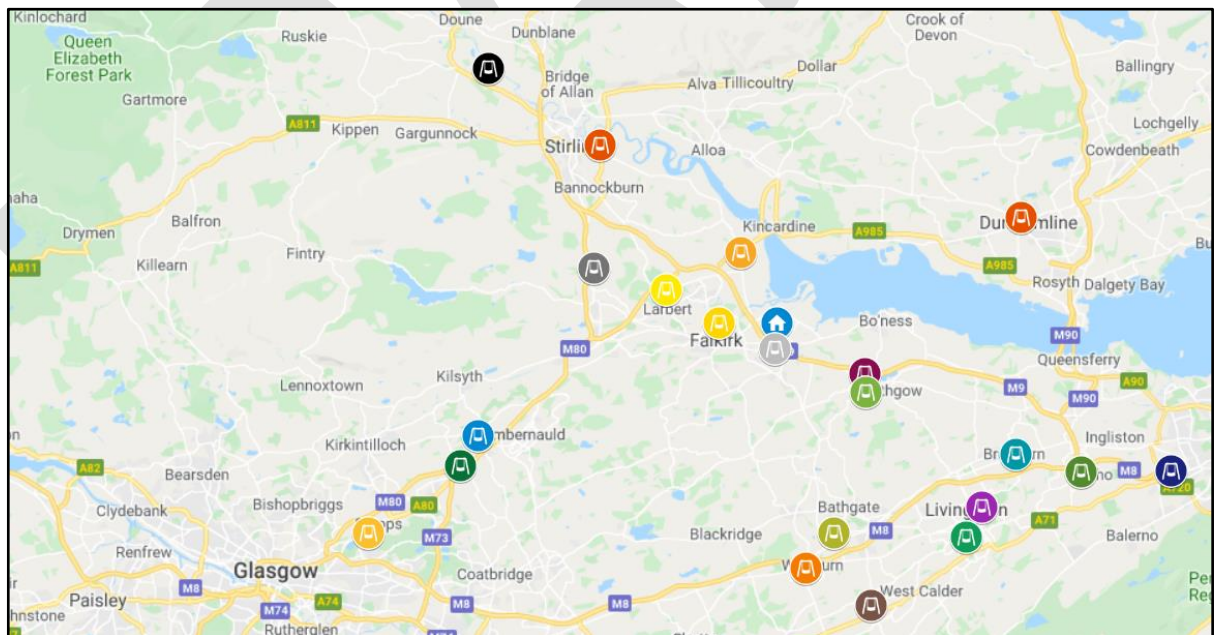
What?

- Undertake a competition analysis of commercial facilities for physical activity
- This evidence will help inform and determine the optimum facility mix and indoor sport provision

How?

- Whilst the Indoor Built Facility Strategy covers traditional sports facilities, it is recommended undertaking a review of commercial physical activity facilities in the area. This will help identify any opportunities for additional facilities that will increase participation in physical activity and support revenue generation
- Examples include: soft play, spa, indoor/outdoor climbing etc.

Figure 14 – Example of competition analysis for soft play



APPENDIX 6 – Feasibility Study

Feasibility Study

What?

- Undertake a feasibility study to determine the options available for sports/fitness/physical activity / co-location facilities in Pendle.

How?

- Identify the current and future demand for facilities in Pendle (utilising findings from the build facility strategy and outcomes of stage 1 and 2), consider potential sites and provide conclusions and recommendations that can be progressed and are commercially viable.
- Outputs to be included as applicable:
 - Site analysis
 - Refurbish versus new build options.
 - RIBA stage 0/1 layouts and site plans
 - Capital costs including residual condition survey costs if applicable.
 - Revenue business plans
 - Capital funding; how will the Council access capital, and what is the cost of borrowing.
 - Do revenue savings need to pay back the capital costs?
 - Overall affordability

APPENDIX 7 – SOPM Checklist**Stage 1: Develop shared local outcomes for your place**

At the end of this stage, you should be able to answer the following questions.

If you cannot, you may need to revisit these areas before moving to the next stage.

A Develop an understanding of the wider local strategic outcomes for your place

	Yes	Partially complete	No
<p>i. Have you identified the strategic documents for your place?</p> <ul style="list-style-type: none"> a. Corporate Plans b. Community Plans c. Local Plans d. Spatial Plans/Strategies e. Joint Strategic Needs Assessment (JSNA) f. Leisure and/or Cultural Strategy g. Health and Wellbeing Strategy h. Town Centre Master Plan i. Playing Pitch Strategy j. Open Spaces Strategy k. Leisure Built Facilities Strategy <p>For Unitary Authorities:</p> <ul style="list-style-type: none"> l. Sustainability and Transformation Plans (STP) health m. Children and Young People's Plan n. Adult and Social Care Plan o. Youth Offending Plan 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Unsure</p> <p>Y</p> <p>Included in above</p> <p>Unsure</p>		
<p>ii. Have you identified the main priorities in each of these documents?</p>		y	
<p>iii. Is it clear who the key stakeholders are (internal, external and cross sector) in your place?</p> <ul style="list-style-type: none"> a. Public Health/Clinical Commissioning Group b. Active Partnerships c. Education partners d. Voluntary and community services (VCS) e. Housing Associations f. Police and Crime Commissioner g. Fire and rescue service h. Leisure centre users groups i. Relevant local charities j. Sports clubs k. Library l. Citizens Advice Bureau 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>		
<p>iv. Have you identified what level of influence they have?</p>		Y	
<p>v. Have you considered cross boundary and cross sector working?</p>	Y		

vi.	Have you consulted with the key stakeholders? Have you identified and analysed key findings from this stakeholder consultation?		Y – consulted in other areas but not thoroughly on this outcome	
vii.	Have you confirmed and agreed the level of support, timescales and input to be provided by stakeholders?			N
viii.	Have you established a governance model for a project group/steering group that might be created to direct this work?			N
ix.	Is there a clear project manager with a clear project brief and plan?			N
x.	Is the project and governance team made up of appropriate representatives?			N
xi.	Has the project got senior officer and member support?		Y	

Section B of this checklist is covered in Stage 2 'Insight' section as it provides an 'insight' into understanding your community and your place.

C

Establish the contribution sport and physical activity can make

	Yes	Partially complete	No
i. Have you mapped how sport and physical activity can contribute to local outcomes as a matrix?			N
ii. Have you used the Outcomes Framework developed by the LGA?			N
iii. Have you captured any local case studies/stories?		Y	

D

Secure 'buy in' to the shared local outcomes

	Yes	Partially complete	No
i. Have you briefed the steering group effectively?			N
ii. Have you planned a programme of follow up briefings, meetings and workshops with the steering group and project team?			N
iii. Have you completed a committee/member report to summarise this stage and the work to follow in subsequent stages?			N
iv. Do you need a vision statement to showcase your shared local outcomes?	Y		
v. Do you have a draft set of local shared objectives that contribute to the local outcomes?			N

Stage 2: Understand your community and your place

At the end of this stage, you should be able to answer the following questions.

If you cannot, you may need to revisit these areas before moving to the next stage.



B Using a cross sector approach, identify local community needs and priorities

	Yes	Partially complete	No
i. Have you reviewed local health indicators of your place?	Y		
ii. Have you reviewed the socio-economic and demographic profiles of your place?	Y		
iii. Have you reviewed population trend data for your place?	Y		
iv. Have you considered current levels of sport and physical activity for your place? What sports are popular or not and why?		Y	
v. Have you mapped postcode data of active residents to identify under represented groups and mosaic profiles?	Y but not recently		
vi. Have you consulted with different representatives of the community, including under-represented groups?		Y	
vii. Have you identified any gaps in the current insight available? Have you undertaken plans/measures to fill these gaps?		Y	
viii. Do you need to conduct in-depth research with any particular groups to understand their barriers and issues and possible ways to address them?		Y – current research being undertaken as part of the LDP work	

A Gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change

	Yes	Partially complete	No
ix. Have you engaged with community groups and stakeholders regularly and built trust?		Y	
x. Have you researched specific local barriers experienced by identified target groups and communities?		Y	

xi.	Have any public consultations or focus groups already been conducted? Have you analysed the findings of previous consultation to help support this work?		Y	
xii.	Have you identified possible opportunities to support behaviour change?		Y	
xiii.	Have you communicated regularly with all stakeholders on progress?			N

B Consider the contribution from the wider physical and social environment

		Yes	Partially complete	No
i.	Have you examined your local area to understand the different physical and social aspects of a place?			
a.	Have you considered Active Transport/travel routes for cycling and walking and public transport?		Y	
b.	Have you considered what events and campaigns are running locally?			N
ii.	Have you mapped particular needs and priorities identified in Stage 1 against the existing active environment?			N
iii.	Have you identified existing stakeholders who have an interest in the active environment such as planning, regeneration, parks and open spaces, street scene etc?	Y		

C Establish where you are now and where you want to be in the future

		Yes	Partially complete	No
i.	Have you consolidated all research and analysis completed to date in one document?			N
ii.	Do you need any additional support and/or resources to produce this consolidated report? Have you agreed a timescale with the steering group?	Y		N
iii.	Have you identified a long list of priority areas that need to be addressed by sport and physical activity linked to barriers, inequalities, gaps and opportunities?			N

D Agree the **objectives** needed to contribute to shared local strategic outcomes

		Yes	Partially complete	No
i.	Have you identified your key strategic objectives based on a clear agreed evaluation criteria?			N
ii.	Have you secured signoff from the steering group on these final report from this stage and the resulting strategic objectives?			N

**Stage 3: Identify how the outcomes can be delivered sustainably**

At the end of this stage, you should be able to answer the following questions.

If you cannot, you may need to revisit these areas before moving to the next stage.

A Consider a range of facility and service interventions across the broad range of provision		Yes	Partially complete	No
i.	Have you identified the resources and specific roles from the Council, partners and external advisors for this stage?			N
ii.	Have you completed a detailed audit of <ul style="list-style-type: none"> a. indoor and leisure facility provision b. open spaces and parks c. community and education facilities d. joint/ancillary areas e. alternative physical activity/wellness facility opportunities f. active environment in terms of: <ul style="list-style-type: none"> g. type of facility h. ownership i. management arrangements j. core user groups k. age and condition l. location m. opening times n. programme o. current levels of use p. contact details 		Y	
iii.	Have you considered what changes are required to the above to deliver the strategic objectives and contribute to the local strategic outcomes?		Y	
iv.	Do you have condition surveys for any of the facilities in scope?	Y		
v.	Do you need to update or complete any further strategies relating to playing pitches, open space or leisure built facilities?			Not sure
vi.	Have you secured the appropriate specialist support to produce these?			N

B Determine the optimal and sustainable mix of facility & service interventions		Yes	Partially complete	No
i.	Have you referred, or do you need to commission, any relevant feasibility studies outlining key findings and suggested facility mix?	Y		

ii.	Have you secured the appropriate specialist support to produce these?	Y		
iii.	Have you completed an options appraisal to identify the facility and service interventions required?			N
iv.	Have you secured the buy in of the steering group to this mix?			N

C

Explore and identify effective management option(s) to deliver core facility and service

		Yes	Partially complete	No
i.	Have you confirmed the scope of services for the management model options appraisal?	Y		
ii.	Have you secured external independent advice to articulate the advantages and disadvantages of each model?	Y		
iii.	Have you identified an evaluation panel team to carry out the evaluation with a financial and non financial evaluation criteria?	Y		
iv.	Have you secured the buy in of the steering group to the preferred model?	Y - PBC		

D

Establish the **key performance indicators (KPIs)** for each intervention

		Yes	Partially complete	No
i.	Have you developed a set of KPIs in consultation with the key stakeholders that include baselines, targets and timescales using a practical methodology for data collection and validation with review mechanisms?	Y Only existing KPI's that are reported to PBC		
ii.	Have you secured the buy in of the steering group to the KPIs?			N
iii.	Have you agreed client-side resources to support performance monitoring?			N

Stage 4: Secure investment commitment to outcome delivery

At the end of this stage, you should be able to answer the following questions.

If you cannot, you may need to revisit these areas before moving to the next stage.



A Agree a sustainable and effective business case		Yes	Partially complete	No
i.	Have you completed a business plan using the elements from Stages 1-3?			N
ii.	Have you completed an economic impact assessment or demonstrated the value of sport as part of this business case?			N
iii.	Have you secured the appropriate specialist support to produce this, if required?			N

B Identify resource requirements to support implementation		Yes	Partially complete	No
i.	Have you identified additional support that might be required to move to implementation?			N
ii.	Have you secured budget from the appropriate budget holders or Committees?			N
iii.	Have you referred to Sport England's Leisure Services Delivery Guidance to understand the implementation process?			N

C Secure stakeholder commitment and move to implementation		Yes	Partially complete	No
i.	Have you completed a full report to present to Cabinet and Members for approval that summarises the key elements of this Strategic Outcomes Planning process?			N

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

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