



Ashfield
DISTRICT COUNCIL

‘Shaping our Environment’

Our
experiences
and learning
from our
Leisure
Transformation

2016 to date

Theresa Hodgkinson
Chief Executive
Ashfield District Council

Ashfield

Location

70% of the nation's population can be reached within three hours.

Population

c122,000 mainly in Sutton, Kirkby and Hucknall

Leisure

Modern combined leisure facilities in Lammas and Hucknall.

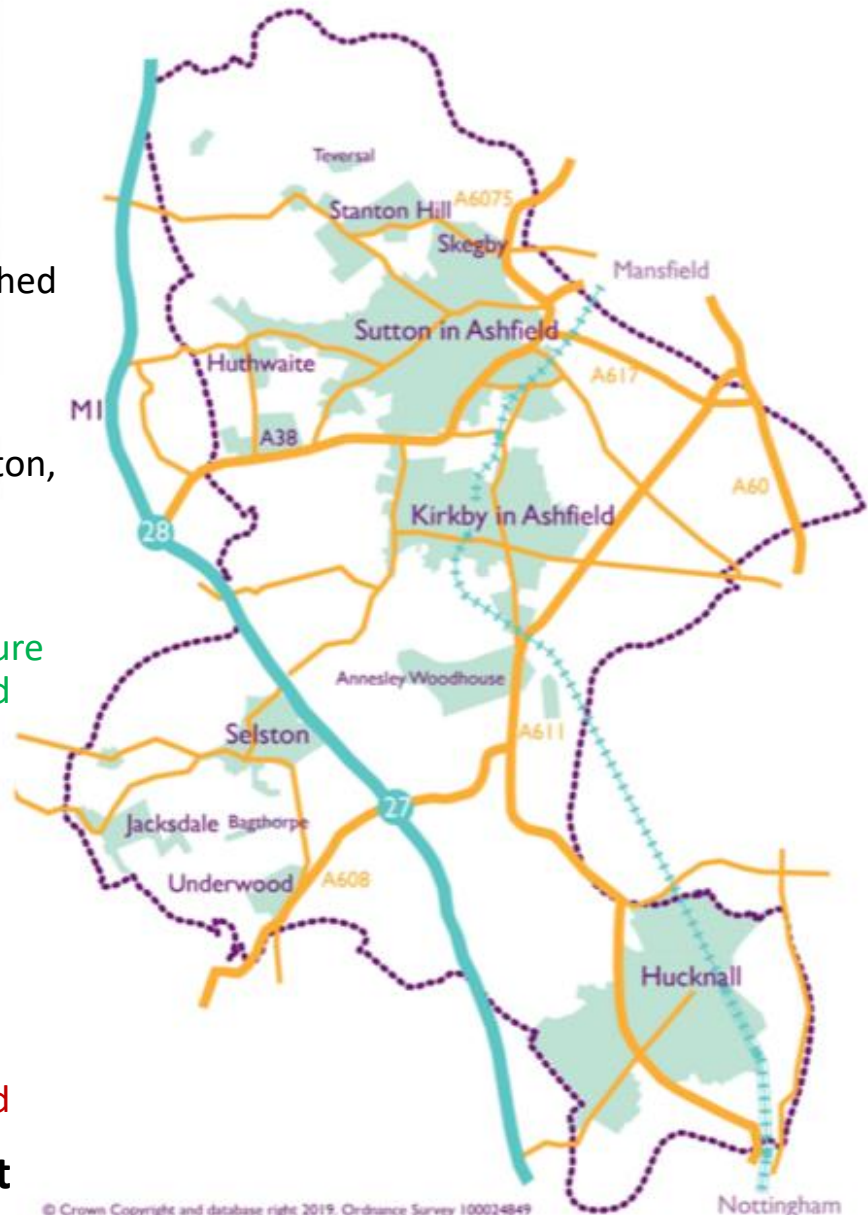
Festival Hall in Kirkby.

Community Centre in Huthwaite.

Dual use School site in Selston

Small Pool in Edgewood

Status Quo was not an option.



More people more active.

18.8% Obese Children

28.2% Obese Adults

50.8% who are physically active.

Average life expectancy in most deprived areas = 10 years less than national average.

Health and Happiness

Our Vision



'To help people improve their health and happiness by developing pride and aspiration in our communities, developing and strengthening partnerships, focussing on prevention, and improving health service provision'

2016

What we set out to do:

- To understand wider strategic outcomes for Ashfield;
- To identify local community sport and physical activity needs and priorities;
- Secure Buy In to shared local outcomes;
- Understand Ashfield and the Community.

What steps we took:

Advice (Sport England) and sought sector expertise (FMG Consulting)

Built Facilities Strategy

Lifestyle Strategy

Identified management option to deliver core facility and service intervention; and

Established 'Active Ashfield Partnership'

Combined work and developed our
Leisure Transformation Strategy – 'Less but Better!'

2017

What we set out to do:

- Obtain wide opinion and feedback to help further shape our strategy;
- Rationalise the facility stock
- Develop a viable plan. Financial, economical and socially viable to replace the Festival Hall and further improve Hucknall and Lammas.
- Reshape our service - Focus more on placemaking / neighbourhood approach.

What steps we took:

Public Consultation – Transformation Strategy.

Options appraisal for smaller facilities including community transfer.

Feasibility Study for new provision in Kirkby and invest to save options in Lammas and Hucknall.

Outcomes:

Obtained widespread support for the transformation strategy
New community health and wellbeing hub in Kirkby - potential to be affordable and provide significant health and wellbeing benefits linked to a new leisure contract.

2018

What we set out to do:

- Determine the range of facility and service interventions;
- Determine the optimal and sustainable mix of facility and service interventions;
- Provide further evidence of affordability.

What steps we took:

- Considered co-location opportunities with local partners;
- Commissioned a 'Shadow Bid' to support affordability;
- Operator Soft Market Testing to gauge market interest;
- New user Forum at Festival Hall to support communications and feedback;
- Economic and Health impact assessment to understand wider impacts.

Outcomes

'Programme' co-location opportunities – greater understanding of investment risk and wider economic impacts.

2019

What we set out to do:

- Finalise the sustainable and effective business case for the service;
- Identify resource requirements to support implementation;
- Secure stakeholder commitment and move to implementation following political change;
- Commence the delivery of new services with a new service contract.

What steps we took:

- Agree Procurement Strategy
- Appoint Professional Teams
- Sport England support and engagement
- New Service Specification and Contract
- Further soft market testing and public consultation.
- Finalise our outcomes framework – further grant support from Sport England.

Outcomes

Establish framework to help support and influence all our work
From Outputs to Outcomes

ADC Outcomes Framework

Primary Outcome

To help people improve their health and happiness by developing and strengthening partnerships, focussing on prevention, and improving health service provision.

Secondary Outcomes

Reduce adult and childhood obesity

Reduce children in poverty

Reduce smoking prevalence

Reduce economic activity due to long term sickness

Reduce excess winter deaths

Increase participation at our key leisure centres

Outcome Indicators

Increase levels of physical activity within the District

Increase in levels of resident wellbeing

Increased participation by people with disabilities & long-term conditions

Increase in cardiac rehab scheme numbers

Increasing the number of apprentices at the facility each year

Increase in number of trained coaches

Reduction in obesity levels in primary school ages

Increase in number of users from most deprived wards

Reduction in hospital admissions re drug & alcohol abuse

Increase in GP referrals still engaged following 12wk programme

Reduction in carbon footprint required to run facilities

Increase in District-wide volunteering levels

New Kirkby Health Hub Contribution

- Public Health Partnership -
 - Expanded exercise on referral scheme
 - Weight management programme
- Cardiac rehab scheme
 - Targeted dementia programmes

- Outreach activities in deprived wards and neighbourhoods
- Live sport and cultural events
- Staff trained in 'making every contact count'
 - Disability staff training

- Targeted programmes for disabled, older people and those with limiting conditions
 - Activities for carers and the cared-for
 - Falls prevention classes

- Wider range of family-oriented facilities and programmes driven by local need
 - Post-referral programmes
 - Inclusive open days
 - Healthy eating menus & vending options

- Volunteer placements
- Apprenticeships programme
- Work experience programme
 - Activities and offers targeted at young people
 - Health in the workplace scheme
- Free access for Care Leavers

- Partnership working with Ashfield Health and Wellbeing Board, local clubs and schools
 - Active Community outreach in deprived wards.

2020

What we set out to do:

Procure a new leisure operating contract;

Finalise the designs and procure a building contract for Kirkby Leisure Centre.

Handed Edgewood Leisure centre back to the school.

What steps we took:

Secured specialist support

- Notts City Council - procurement
- FMG - leisure specialist
- Hardon Consulting – design and build
- Kinver Solutions – project management

Worked through the procurement processes to secure an operator and building contractor

Worked closely with the current operator to navigate the impact of Covid 19.

Outcomes

Everyone Active secured the contract, creating a £700k annual saving to the council

Kier Ltd secured the contract to build Kirkby Leisure Centre within budget

Successfully reopened the leisure facilities to the public as well as providing vaccination sites.

Developed a business case to build a second pool at Hucknall Leisure Centre.

2020 - 2023



KIRKBY HEALTH AND WELLBEING HUB

- Community & Partnership Engagement
- Café
- 'Multi Use' Sports Hall with Cinema and Community Events
- Sensory Room
- Swimming Pool (4 lane 25m)
- Family Leisure Water
- Fitness Gym and Studios
- Indoor Cycling Studio
- Wellbeing Suite (Sauna)



1. Deliver the Leisure Transformation Programme, maximising well-being benefits whilst reducing costs.
2. Deliver a new leisure destination in Kirkby
3. Procure the leisure centre management contract

2021

What we set out to do:

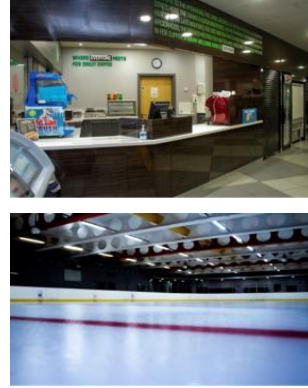
- Start the new leisure operating contract
- Deliver capital improvements at Hucknall and Lammas Leisure Centres
- Begin to build Kirkby Leisure Centre
- Minimise the impact of Covid 19.

What steps we took:

- Worked closely with legal partners to agree the final leisure operating contract
- Gained authorisation for financial commitments
- Worked closely with Everyone Active to deliver the capital improvements at Lammas and Hucknall LC
- Operated our sites within Covid 19 guidelines.

Outcomes

- Secured NLRf which enabled a £0 bottom line in year 1 of the new contract
- New Leisure Operating Contract commenced April 2021.
- Completed capital improvements at Lammas and Hucknall Leisure Centres
- Remained on track to open Kirkby Leisure Centre in July 2022



2022 (Jan – October)

What we set out to do:

Maximise the opportunities within the new contract

Open Kirkby Leisure Centre

Start works to build a second pool at Hucknall Leisure Centre

What steps we took:

Monthly monitoring of the leisure contract and quarterly meetings with Leadership team to review progress

Kirkby Leisure Centre opened on 1st August 2022

Pool works at Hucknall are underway, with completion early 2023.

Outcomes

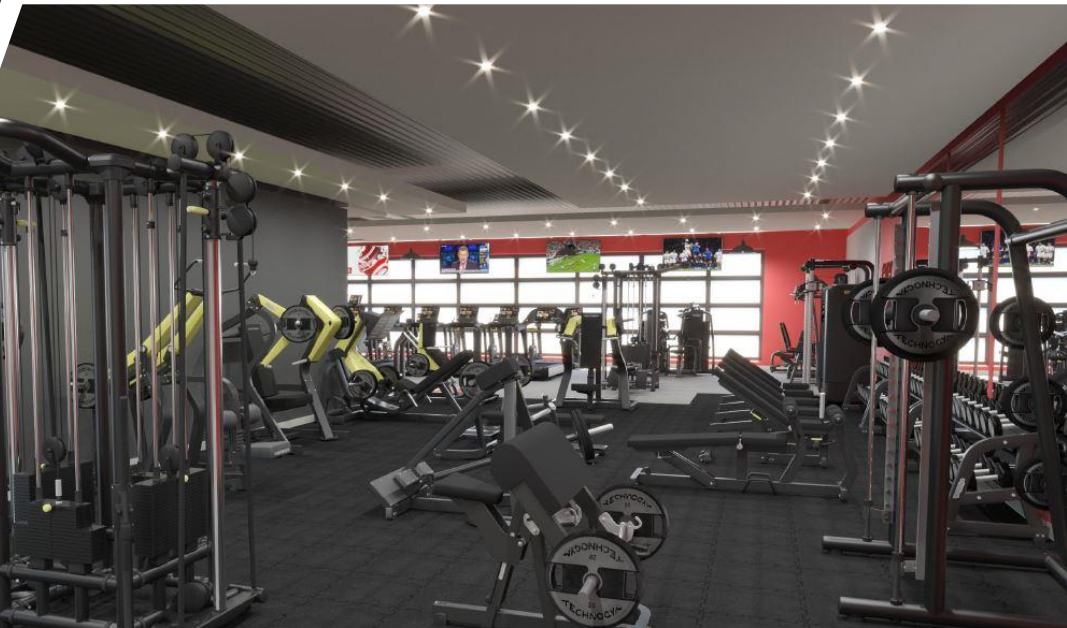
£22.5 investment into leisure facilities

8495 fitness membership (inc. rise of 900 at Kirkby LC)

5215 children and young people on swimming lessons (exc. school swimming)

£2,232,067 social value generated and 641,000 attendances (April – September 2022)

3 Health Hubs prevented spaces FOC for community groups



2022 (November onwards)

What we set out to do:

Continue you maximise the opportunities within the new contract

Open the new pool at Hucknall Leisure Centre (early 2023)

Refresh the Leisure Strategy

What steps we will take:

Monthly monitoring of the leisure contract and quarterly meetings with Leadership team to review progress

Complete works at Hucknall Leisure Centre early 2023

Work with FMG to refresh the strategy to provide us with up to date information to take the next steps.

Learning 2016 - 2022

- Establish a strong governance, leadership and advocacy including wider partners in development stage and at point of delivery.
- Embed Health and Wellbeing into your Corporate Plan
- Don't be afraid to seek advice and professional support when you need it.
- Communication: Keep the message(s) simple and consistent. More people more active. Less but Better.
- Focus on wider outcomes at all stages / levels (political / operational / stakeholder / public) –The shape of our new operating contract will a step change - 'neighbourhood focussed' and 'community driven' - measured through an outcomes framework.
- Pause at each stage developing a strong evidence base at each step to support decision making, you never know when you will need it!



Thank You

**Any
Questions?**