Scoping statement template (v1.0)

Purpose	The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mind-set and the principles built into the methodology for the Transformation Programme.

Project	Leisure review
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1. Background (extracts from PID)

PID version number	2.0
PID date	17 Feb 16
PID project description (taken from the PID)	The review of the Council's leisure services will ensure that all residents can benefit from an attractive, high quality leisure offer in the borough, and that what we do is done well. We will prioritise people and areas with the greatest need, so that people can maximise their opportunities to be fit, active and healthy. We will reduce the overall subsidy for leisure services by ensuring our prices are structured competitively in line with the target market. The review will create a sustainable, long-term plan for the borough's leisure activities that reflects the future needs of the Borough.
PID aims (taken from the PID)	The project will review the Council's role in supporting and providing leisure opportunities in the borough. The initial aims of the project are: • To review the Council's provision of leisure services and facilities using the 6 key commissioning questions. • To map what leisure provision, services and activities exist in the borough, who provides it and what strategic fit exits between all providers. • To determine the Council's future role in the leisure market in the borough and its level of subsidy. • To explore and assess alternative delivery models and partners for each leisure facility/service.

2. Areas under consideration

Outcome areas (whether social, economic or environmental) or' wicked issues' likely to be involved	Potential outcome areas include:
	• Reduced costs through:
	    o Efficiency improvements.
	    o Reductions in subsidy.
	    o Cheaper delivery models.
	• Improved health and well-being through:
	    o Reductions in obesity, mental ill-health.
	    o Reduction in social isolation.
	• Improved community resilience:
	    o Reductions in crime.
	    o Greater community collaboration and cohesion.
	• Sustainable future for leisure in borough:
	    o Vision for Council role in fostering participation.
	    o Council role in leisure provision defined within a comprehensive network of accessible facilities for leisure (regardless of ownership or operator).

Preliminary list of services in scope (from PID)	The scope will include the following services will be included (currently) as they are all drivers of income: • Bracknell Leisure Centre • Coral Reef • Downshire Golf Course • Edgbarrow and Sandhurst Sports Centres • The Look Out • Harmanswater Swimming Pool • Horseshoe Lake Watersport Centre • Catering operations within the facilities. Other facilities, inc schools and other non-Council leisure facilities.
Preliminary list of services not in scope (from PID)	None excluded initially, but it may not be feasible or realistic to map: • Activities (particularly informal) that take place away from facilities • Voluntary club or team activities.
Conceptual shifts that may be involved	(see table below)

Current approach	Potential future approach
Council primary provider for sporting facilities.	Provision to be based on who is best to provide it, e.g. Council, voluntary sector, private sector or mixed economy.
Service primarily facility based.	Focus is on leisure activities wherever they occur.
Many school facilities not openly available or not be considered part of the mainstream leisure offer.	School leisure facilities more widely used and promoted beyond school community.
Significant subsidy by the	Council's subsidy reduced or

	council for the current service.	removed.
	Council promotes its own leisure services.	Council champions participation in sport and leisure activities wherever they take place.

Key definitions

- **Community provision**: leisure and recreational services provided by independent or voluntary groups

- **Leisure**: recreational or sports activities wherever they take place.

- **Service**: leisure facilities that are provided by the Council.

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry

a1	Develop needs and assets analysis	Analyse needs and assets in the Borough, including private sector and other leisure provision.	• What are the needs of the residents and non-residents (commuters) in terms of leisure and recreational facilities and services:
			  o What are the current borough level health indicators?
			  o How are obesity and other health issues being addressed?
			• What facilities are currently provided by:
			  o The Council?
			  o Other providers?
			• Are these facilities where the community needs are highest or in more demand?
			• What are the standards of these assets and what is the condition of current stock and longer term liabilities in terms of maintenance etc.?
			• What are future needs likely to be, taking into account population trends etc.?

a2		Identify users' and non-users' participation rates, satisfaction, needs and user profiles.	• What do we know about the different types of users (and non-users)? • Are residents and users satisfied with current service? • Who uses the facilities the most, e.g. residents local to the facility, commuters, residents of neighbouring councils, etc? • What are the trends in terms of participation? • Does the Council survey users and non-users; what are the quality, quantity, analysis and implementation of results, etc? • For groups and clubs, what involvement/commitments are in place in terms of use and cost? What are the trends in terms of club and group participation?
a3	Establish priority needs	Work with project board to assess key needs and gaps in provision and opportunities.	• Are the right facilities being provided and in the right place? • Is the Council identifying and targeting the right users, whether in terms of spend potential or of need? • Is the service providing what the customers want?

b. Research into alternatives

No	Activity	Tasks	Areas of enquiry
b1	Research the future options.	Identify alternative models for the delivery of leisure services.	• What options are there beyond what we do already? • Is there likely to be a demand for different types of offer (eg budget gym)? • Are our activities focused largely on our facilities? How could we achieve the right outcomes differently? • What are the pros and cons of each option?
b2		Analyse the current and potential pricing of services and ensure that the consequential impact of pricing options is clearly understood.	• Is there a current pricing strategy? • If so, has the strategy been fully implemented? • Have the results and outcomes been analysed for effectiveness? • Has competitor analysis been undertaken? • What are the barriers to price increases? • Is pricing targeted at the Council's priorities? Is there a clear link between the pricing strategy and the corporate priorities? • How does the pricing strategy support priority needs and areas?
b3		Identify the potential financial benefits of further investments in the facilities.	• What investment has been made in recent years? • Have the results of this investment been analysed? • Is there potential to expand services into more income generating projects? • Has the potential of the facilities and services been reached? • What would it cost to expand and change the offer? What is the ROI?

b4	Research the market	Confirm the local, regional and national trends in leisure provision and the leisure market and the impact on the Council's market share.	• How does the current service compare with competitors locally and nationally in terms of:
			  ○ Facility quality?
			  ○ Accessibility?
			  ○ Customer service?
			  ○ Range of activities?
			• What share of local market has the Council services?
			• Who are the competitors locally? Is it worth trying to compete with them?
			• How does the service identify local and national trends and what does it do with the information?

b5		Identify the effectiveness of	• Has SWOT analysis been undertaken?

No	Activity	Tasks	Areas of enquiry
		the marketing and promotion of leisure services.	• Is there a marketing strategy and plan, is it fully implemented? • Who is responsible for marketing and promotion? Are the responsibilities clear? • What resources are available for promotion and marketing? • How is the effectiveness of marketing strategies analysed and what trends are evident? • What range of media are being used? • What is the brand image of the services? How is the personality of the service being projected?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry

c1	Examine sourcing options	Identify impact of and potential for alternative delivery models, such as shared services, outsourcing, spin-outs.	• What alternatives have been explored previously?
			• What are the principal options available? What are their merits now?
			• What are the barriers to outsourcing or sharing?
			• Are there the the appetite, expertise and resources to pursue a spin-out?
			• What the advantages and disadvantages of each options in terms of:
			    o Financial impact?
			    o Impact on Council services?
			    o Control?
			    o Impact on staff?
			    o Impact on customers?
			    o Risk transfer?
			• How does council work in collaboration with other bodies, e.g. councils, voluntary groups, associations etc.
			• Is there evidence that these approaches are more or less beneficial than the traditional sourcing options?

c2		Undertake initial engagement with the market to examine potential for alternative providers.	• Who is the potential market? What is its reputation and who are the key players? • What are we asking/trying to establish when we talk to the market? • Is the market likely to engage? How can we best present ourselves? • Should the engagement be limited to certain "players" or wider? • Will the market be honest and open in terms of information and engagement?

d. Baselining

No	Activity	Tasks	Areas of enquiry
d1	Collating baseline costs and performance	Confirm current service operations and design.	- What is the current service design and service offer and how is it managed and organised? - What is the current performance and what are the key factors influencing the performance? - Visual and onsite service review, to include: - Operational efficiency, - Customer facing issues, - Customer experience - Are facilities modern, up to date and fit for purpose? - What is the current staffing arrangements? - What are the current business and improvement plans? Are they focusing on the right issues? - What do site, conditions and energy surveys tell us about the buildings?
d2		Collate any current benchmarking data, including pricing comparisons.	- Is there any current benchmarking undertaken (eg APSE or similar reports)? - Is a quality service being provided (based on benchmarking and performance comparisons)? - How does the catering service perform? - Are the fees comparable with the competition both within the Borough and neighbouring councils?
d3		Review contribution of previous reviews and studies, update assumptions and test progress against recommendations.	- What did the previous studies and audit reports find? - What were their recommendations? - Are those recommendations valid in current market? - What has been implemented and what were the results? - What were the reasons for not implementing if applicable?
d4		Identify the total cost of services (including lifetime	- What are the financial performance trends? - Are the fees and charges targeted?

No	Activity	Tasks	Areas of enquiry
		building maintenance and overhead costs); staffing; and levels of volunteering.	• Do subsidised rates target the right customer? • What is the financial analysis of the condition surveys? • What is the impact of not implementing condition surveys? • What are the additional overall costs of running leisure facilties? • Are any facilities uneconomic? Is facility rationalisation required? • What is the true overall lifetime cost of leisure facilities and so what is the true overall net subsidy? • Are the staffing costs within benchmarks? What is the potential impact on the cost of service? • Will the new national living wage impact on cost?