



BEST VALUE REVIEW

SPORTS SERVICE

Self Assessment Report

June 2004

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BEST VALUE REVIEW – SPORTS SERVICE

Self Assessment Report

1. INTRODUCTION

- 1.1 This report provides an assessment of the Sports Service and work undertaken to improve the service following an Audit Commission Inspection in 2002. The Review was undertaken currently with the production of the Strategy for Sport and Physical Activity in Brent and much of the background work has been used to inform both processes. Consequently, this report needs to be read in conjunction with the Strategy for Sport and Physical Activity in Brent.

2. BACKGROUND TO THE CURRENT SERVICE AND THE REVIEW.

2.1 The Overall Review

- 2.1.1 Work on this Best Value Review 'officially' started in November 2003 when the scope was agreed. However, as set out below, the review really started following an Audit Commission Inspection of the Service in 2002. This report found the Service to be 'poor' (zero rated) and as a result the Council took a number of immediate actions to address the situation. The past 18 months has seen the Council continue to take actions to address the issues raised by the Inspection Report, including the production of the Strategy for Sport and Physical Activity in Brent. Consequently, as explained above this Review has been conducted in tandem with this other work and has been used as a way of confirming whether or not the Service is now focusing on the right priorities.

2.2 Audit Inspection

- 2.2.1 In summary, the Audit Commission Inspection Report 2002 judged the service to be 'poor' with 'no prospects for improvement'. The service was judged to be poor because:

- The Council did not have clear aims for sport and the service lacked focus and direction
- Whilst Sport and leisure centres provided by the main contractor provided an acceptable level of service, customer care was not consistently applied. Although the sport and leisure service

provided by the Council was fragmented, some aspects were considered unacceptable

- Service and performance data was incomplete and confused and too unreliable to make useful comparisons.

2.2.2 The service was judged to have ‘no prospects for improvement’ because:

- The sport and leisure service lacked political, financial and managerial commitment and leadership
- Provision of the service was fragmented across the Council. Although isolated work had been done to improve facilities and address target groups, the strategy was not clear and the match of resources to needs had not been assessed
- The Council had established a positive working relationship with the contractor but the Council’s own planning and performance management was weak. It had failed to identify discrepancies and variations in reported data. Short and long-term planning was hampered by the lack of a good performance management system and by the unreliable performance data
- There was no on-going consultation about the service with the local community and relationships with local stakeholders were poor.’

2.2.3 The Audit Commission made recommendations that it believed the Council needed to implement if it wished to move the Sports Service forward. These included:

- Consult with all relevant stakeholders
- Collect accurate basic information about facilities and activities, and their usage across the Borough, to allow it to measure impact and match resources.
- In consultation with all relevant stakeholders, set out a strategy for all Brent’s sport and leisure provision
- In consultation with staff, set clear targets for change to be delivered within a rigorous performance management framework.
- Bring forward the planned Best Value review, to include a thorough options analysis for the management and delivery of all Brent’s sport and leisure provision.

- The contractor should take steps to apply consistent high standards of customer care.

2.2.4 As a consequence of this report the Council undertook a number of actions: The Community Development Directorate was disbanded and Sports Service 'moved' into Environmental Services in October 2002.

- Created and recruited to the post of Assistant Director (Sport and Leisure).
- The Lead Member for Environment accepted political responsibility for Sport.
- Held a 'stakeholder challenge workshop' in November 2002.
- Undertook consultation with identified target groups and the voluntary sector.
- Used the Council's citizens panel to identify levels of satisfaction with regard to general sports provision and a residents survey was undertaken which focussed on residents attitude towards sports provision.
- Published a 'Development Framework for Sport in Brent' in February 2003, which set the interim policy direction for the Service.

2.2.5 In April 2003 the Audit Commission returned to Brent to carry out an interim inspection and review the progress that had been made since their previous inspection. Again the Panel have received a copy of the unpublished report produced from this Inspection. This interim report noted that *"substantial achievements have been made in putting the appropriate building blocks but noted that "there is a long road to travel with many challenges before users will be able to consistently enjoy a high quality sport and leisure experience in the borough"*. The report made further recommendations that again have either been addressed by on-going work within the Service or specifically as part of this Review.

2.2.6 In summary, the following key pieces of work have been undertaken since the last (2003) inspection report. These actions were taken ahead of the completion of the Best Value Review as it was considered that they were crucial in terms of improving the Sports Service.

- A restructure of the Sports Service (with 'non-Bridge Park staff being relocated to Brent House) has been completed to provide clarity on roles within the Team and on delivering the priorities.
- Completion of an audit of sports provision in the Borough
- The Brent Sports Forum has been set up with representatives including key 'stakeholders' within the borough.
- A Strategy for Sport and Physical Activity in Brent for Brent has been produced and has recently been agreed following public consultation.
- Systems for the collection of performance data have been improved.
- Improved information is available on the website
- Comprehensive customer surveys conducted at the Leisure Centres.
- A review of the future of the new Bridge Park Complex has been completed.

3. WHO WE ARE AND WHAT WE DO

3.1 Vision for the Sports Service

3.1.1 Brent's Sports Service's vision as outlined in the Service Operational Plan is;

“To provide quality facilities and opportunities for sport and physical activity that allows local people to participate in their chosen sport at their chosen level.”

3.2 Current Work Areas

3.2.1 The first Audit Commission report highlighted that a considerable focus of the work of the Sports Service at that time was on sports facilities rather than on broader sports development work, linked to achieving wider objectives such as improving health and community safety. At this time, the entire Sports Service was based at the new Bridge Park Complex. The structure of the overall Sports Service was such that the day to day operation of the complex relied on staff whose function was not specifically related to the management of the facility. There was a tendency for all staff to become involved in the day to day operation of the Complex to the detriment of achieving wider sports objectives. In addition, those staff whose main duties related to the management of the Complex had their responsibilities split between either sports or community functions and there was not a single team working across the whole facility. Consequently, a restructure was undertaken during

July 2003 to ensure staff were able to focus on their specific areas of work as outlined in the paragraph below. Those staff whose main purpose was not the day to day management of Bridge Park were relocated to Brent House.

3.2.2 The Sports Service currently provides four main service functions;

The Recreation Commissioning Team – the ‘client’ role for the management of three of the Council-owned sports centres (Vale Farm, Charteris and Willesden Sports Centres) which are operated under contract by Leisure Connection.

- New Bridge Park Complex – the direct management of the Complex, a building which provides facilities for sports participation, functions, events, conferences and 36 business units.
- Sports Development Team – provides ‘outreach’ sports opportunities, borough representation at sporting events, health improvement initiatives and services to support Brent’s voluntary sports clubs.
- Information – the provision of information about sports opportunities and facilities within the Borough.

(More detailed information about the roles and functions of each service area is detailed in the report in appendix 1.)

3.2.3 There are 18 full time staff within the Sports Service (9 of these staff are based at the new Bridge Park Complex). Sports Coaches are employed on a ‘casual’ basis to deliver Sports Development sessions and classes at Bridge Park. In addition, 154 staff are employed by Leisure Connection across the three leisure centres managed under contract. (A structure chart for the Sports Service is included within the report in appendix 1).

3.3 Evidence of Need for the Service

3.3.1 The provision of sports services are discretionary. The consultation phase of this review specifically asked about the need for sports services within Brent. 92% of respondents to the resident’s survey thought that the provision of sports and physical activity in the area was either very or fairly important.

3.3.2 In the addition, during the ‘challenge day’ and consultation completed prior to the production of the ‘sports framework’, stakeholders clearly thought that there was an important role for the Council in the provision of sports

opportunities. There was a clear view that sports provision was not co-ordinated within Brent and that the Council should take the lead in this respect. Whilst it was not thought that the Council should be responsible for directly providing all sports services, it was felt that there was a role in helping others, especially sports clubs and community groups to obtain funding and improve their services. This suggests that there is a need for the Sports Service to take on an “enabling role”, working with partners to provide services in the borough.

3.4 Is the service a priority for Brent Council?

3.4.1 Sport and improving the Sports Service is clearly a priority for Brent Council. The Council’s Improvement Plan includes sports as one of three services as a priority for improvement. To this end the actions as outlined in section 2 of this report have been implemented, additional funding (both capital and revenue) have been allocated to sport and a ‘high level’ group consisting of senior officers and members has been set up to review progress.

4. HOW WE UNDERTOOK THE REVIEW

4.1 Initial work on the Review

4.1.1 As explained in section 2 of this report, although work on this Best Value Review started in November 2003, in reality work on reviewing and improving the Sports Service started in 2002 following the inspection by the Audit Commission. Section 2 has outlined the work undertaken since the initial inspection report.

4.2 The Scope of the Review

4.2.1 A Best Value Review Team was established, including officers from the Sports and the Parks Service, the HR Consultancy Team and the Procurement Team. It was agreed by the Review Team that the Review should focus on key policy and development areas and should avoid getting ‘bogged down’ in the detail of service delivery.

4.2.2 The scope approved by Members was as follows:

“This review will fundamentally examine the economy, effectiveness and equality of sports provision in Brent with a focus on identifying the best mechanisms to deliver the commitments outlined in Sport and Leisure Development Framework, in the context of a mixed economy of sports provision within the Borough.

For the purpose of the Review the following will be used as a definition of sport. This is consistent with that included within the Sports and Leisure Development Framework for Brent and the Draft Strategy for Sport and Physical Activity in Brent for Brent.

“Sport means all forms of physical activity which, through casual or organised participation, aims at improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels.”

To do this the review will:

- Identify sporting needs within the borough and prioritise service delivery to meet the greatest needs.
- Identify the human and financial resources required to deliver the service, assess whether the existing structure is appropriate and identify staff development needs.
- Audit and map the supply of all sports services and facilities across the borough and identify projected future levels of provision.
- Clarify the Sports Services role within the mixed economy of sports provision, identifying how the service relates to key stakeholders.
- Clarify the national, regional and local policy context within which the service operates, and ensure the service is fully aligned with key corporate objectives and strategies.
- Identify all potential funding opportunities for increasing sports provision and quality of provision with the borough.
- Identify all opportunities for increasing access to sports services and opportunities, especially amongst identified low/non-user groups.
- Identify all possible options for the procurement of services, in line with strategic objectives and user needs.
- Seek out best practice from other local authorities and external organisations and incorporate any learning into service delivery in Brent.
- Establish a clear performance management framework against which to develop a culture of continuous improvement.

4.2.3 It was also agreed that whilst joint working with, and linkages to, development work in schools was important to the Sports Service, “structured physical education and sports in schools” were not included within the scope of the Review.

4.3 Work Programme

4.3.1 A number of pieces of work were identified in relation to each issue raised within the scope. These were timetabled into a work programme which is attached as appendix 2 to this report. Reports on each area of work are included as appendices to this main report. The key findings from each report are discussed within this self-assessment report.

Consultation

4.3.2 Consultation conducted for this review consisted of a citizen's panel questionnaire and a comprehensive user satisfaction survey at each of the leisure centres. Feedback on priorities was also obtained from the Challenge Day held in July 2003. Consultation was also conducted with all Sports Service staff and with Leisure Connection staff.

4.3.3 A considerable amount of consultation had already been conducted prior to the production of the 'Sports Framework' document. It was considered that this information was recent enough to use to inform this review and therefore did not need to be repeated. This research included feedback from the Challenge Day 2002, the Brent Citizens Panel Autumn 2002, Consulting with the Voluntary Sector Report 2002, and Brent Residents Attitude Survey 2002. In addition research had been conducted by the Parks Service as part of the Parks Best Value Review in 2002 and again this was used to inform this best value review. (Details on all the consultation is included within appendix 3).

Comparison

4.3.4 There is no formal 'bench-marking club' for sports services in London. The West London Sports Forum, of which Brent Sports Service is a member, are looking to set up a 'bench-marking club'. There are limited National PI's directly related to sports. The national PI relating to 'number of pools and other visits' has been removed from the list of national PI's. However, Brent Sports Service continue to use this PI to allow year on year comparisons.

4.3.5 There is a best value performance indicator relating to sport that is used as part of the Comprehensive Performance Assessment. The PI is "the percentage of people satisfied with sports and leisure facilities" and it is based upon a three-yearly survey conducted by MORI. The 2000/01 figure for Brent was 4% and the figure for 2003/04 was 38%, a slight decrease.

- 4.3.6 The team analysed Audit Inspection reports for all sports services in London where a review report was available. In addition, reports were analysed where examples of good practice had been identified. A matrix was developed of other local Authorities that had high scoring services against criteria that the review Team particularly wanted to consider: sport and health, contract management, performance measurement and Council's providing sports services to diverse communities. Visits were made to those boroughs who were willing to meet with us.
- 4.3.7 Due to the lack of National PI's relevant to sports, other 'relevant' data was examined in order to develop a picture of performance. This included examining CIPFA statistics, contacting other boroughs for information on their sports service including pricing policies and a comparison of the Quest accreditation across sports centres. A detailed report on the compare element is included in appendix 4 and a report of the key findings from the visits to other boroughs is included as appendix 5.

Competition

- 4.3.8 Currently, three of the Council-owned leisure centres are managed under contract by Leisure Connection. The contract is due to finish in 2006. An analysis of the existing contract documents was undertaken and an option appraisal completed to determine what arrangements should be put in place from 2006 onwards. The analysis included a financial analysis (see report in Appendix 1) of current performance in order to see how this could be improved upon within any new contract documentation.
- 4.3.9 During November 2003 an external consultant was commissioned to undertake a review of the new Bridge Park Complex with a view to considering its long term future. This included consideration of whether it should remain directly managed by the Council or not. (See report in appendix 1).
- 4.3.10 The Best value Review also considered the role of the Sports Development Team and whether this should be included within the sports centre contract.

Challenge

- 4.3.11 A 'challenge day' for staff and key stakeholders was held during November 2002. This challenge day was repeated in July 2003. The purpose of the second challenge day was to update staff and stakeholders on work undertaken since the first event, explain what was proposed for the future and to 'test' whether the service priorities remained the right ones.
- 4.3.12 The Brent Citizens panel was used to 'test' whether sports provision is considered 'important' by residents and whether they felt the Council should play a role in providing such services (see paragraphs 3.3.1 and 3.3.2).

5. EQUALITY

- 5.1 Sporting needs and wants differ between individuals and groups of people. Age, gender, disability, ethnicity, cultural constraints, ability to travel to facilities and levels of disposable income all impact on people's ability to participate. Consequently, there is a need to ensure positive steps are taken to address equality and equity in the provision of sports opportunities. It is recognised that cost is a considerable barrier to participation for some people and that mechanisms should be introduced to minimise this impact.
- 5.2 A lack of information about what opportunities are available can prevent people from participating. There is a need therefore, to ensure that information is available in a range of formats on sports facilities and opportunities throughout the Borough (See section 6.5.2).
- 5.3 The Sports Service was identified in the Council's Race Equality Scheme 2003/04 as a function for review. The above issues have been considered within the production of the Strategy for Sport and Physical Activity in Brent and a key area for work identified is 'reducing barriers to participation and ensuring sports equity'. In addition, a number of target groups have been identified as a focus for work in terms of increasing participation. Leading from this, a number of actions have been identified for the Sports Service and these have been translated into the Service Operational Plan. The consultation on the Strategy is specifically consulted with identified groups in order to 'test' whether these were the right actions.

6. WHAT WE FOUND

6.1 LEADERSHIP

6.1.1 Aims and Objectives

6.1.1.1 The production of the 'Framework for the development of Sport in Brent' set clear objectives and priorities for the service. These have been incorporated into recent annual service operational plans and the restructure of the service was undertaken with a view to refocusing the work of the team onto these new priorities. The Strategy for Sport and Physical Activity in Brent further clarifies the priorities for sport and the sports service. This is discussed in more detail in section 6.2.2 of this report.

6.1.1.2 The report on the future of the new Bridge Park Complex has set key aims and priorities for the facility. These have been translated into an action plan which the management team at the Complex now have the responsibility to deliver.

6.1.1.3 The team produces an annual Service Operational Plan (SOP) which sets out the aim of the service as set out in paragraph 3.1.1. Staff were involved in the development of the Service Operational Plan and work has been undertaken to ensure all the Team understand the new aims and objectives of the service. However, it is a relatively new team and it is recognised that further works needs to be done to ensure all the team is aware of these issues.

6.1.1.4 The Service has also made contact with regional and other bodies with which its communication had become sporadic in the past. Meetings have been held with Sport England London Region and the London Active Partnership to determine new policy directions and Brent's potential role. The Head of Sport now regularly attends the West London Sports Forum and the Assistant Director (Sport and Leisure) attends the London Chief Leisure Officer Association.

6.1.2 Communications

6.1.2.1 Communication was highlighted as a weakness within the service itself and with key partners and customers. Processes and specific actions have been put in place to address this although it is acknowledged that there is still

further work to do. This is discussed in more detail in section 6.6; 'Partnership and Resources'.

6.1.2.2 Regular team meetings have been set up within the service and all staff have regular 1:1 meetings with their line manager. 'External' people are invited to the team meetings (for example the Head of Parks) as a way of improving communication with key partners. Quarterly meetings are held between the Head of Sports and the Head of Parks and monthly meetings are held with Leisure Connection.

6.1.2.3 The staff consultation events highlighted that communication has improved within the Team but needs to be improved further, especially communication between staff at 'at the front line' within the sports service, the parks service and Leisure Connection

6.1.3 Corporate Leadership

6.1.3.1 Improving the sports service is a key priority for the Council and this is reflected within the Councils performance improvement plan. The service has clear political leadership under the Lead Member for Environment and a high-level working group (consisting of senior officers and members) has been set up to monitor improvement within the service.

6.1.3.2 A Members working group has also been set up to oversee the implementation of the action plan arising from the review of the new Bridge Park Complex.

6.2 POLICY AND STRATEGY

6.2.1 Relationship to Corporate and National Priorities

6.2.1.1 The policy context in which the sports service operates was examined in the report in appendix 7. In December 2002, the Department for Culture, Media and Sport (DCMS) published 'Game Plan' its strategy for delivering the Governments plans for sports and physical activity. The plan focuses on a number of key policy areas which have a direct effect on the working of the Sports Service; improving health through increased levels of physical activity, increasing participation in areas of social disadvantage and improving joint-working between different sectors.

6.2.1.2 The sports service in Brent has already refocused its work to address these areas. Some examples include:

- The focus of the sports development officers will be improving health through physical activity, increasing participation in priority neighbourhoods and working with sports clubs to improve provision in the voluntary sector.
- Improved information on the website about where people can participate, including non-council owned facilities, as a way of increasing levels of physical activity.
- The development of 'walking in parks' sessions to help improve health.
- Securing funding from the Neighbourhood Renewal Fund (NRF) to provide holiday sports activities for young people from the St Raphael's estate.

6.2.1.3 The Council's corporate strategy has five main priority themes, which are then translated into eight themes within the Environmental Services Development Plan. These in turn are translated into priorities within the Sports SOP. Consequently, there is a clear link between corporate priorities and service objectives within the Teams SOP.

6.2.1.4 Sport England have recently been through a major restructure with the creation of new regional sports boards. The London region currently have the lead on producing a development plan for sport in the Capital, and Brent Council through both its Sports Service and Parks Service has contributed to consultation on the developing plan.

6.2.2 The Strategy for Sport and Physical Activity in Brent

6.2.2.1 The Strategy for Sport and Physical Activity in Brent will be agreed by the Council's Executive in June 2004. It should be noted that the Strategy for Sport and Physical Activity in Brent is a document for the development of sport and physical activity within Brent and not a strategy just for the Sports Service. The document recognises that there is clearly a mixed economy of provision within the Borough, including the public, private and voluntary sector, and that the Council cannot deliver in relation to all these roles. To this end, a draft document was first consulted with the Brent Sports Forum and

this group 'agreed' the draft before it went to wider consultation. The action plan at the end of the Strategy outlines the key areas of work the Sports Service will undertake in order to contribute to the achievement of the priorities within the document.

6.2.2.2 The Strategy for Sport and Physical Activity in Brent provides a relatively detailed picture of sports provision and participation in the borough. The audits, research and consultation conducted in order to draft the document has helped with the identification of gaps in facility provision, low participation groups and quality and level of sports club provision.

6.2.2.3 The Strategy sets out some clear priorities and actions for the development of sport in the borough and for the Sports Service in particular, over the next five years. This will form the basis of the Team's work over the next 5 years. Firstly, whilst the Council would like to see sport develop at all levels of the sports development continuum it will prioritise its resources to the foundation, participation and performance level. In this way it will be able to address barriers to participation (social inclusion), maximise levels of physical activity (health), focus on priority neighbourhoods (regeneration) and generally focus on the wider issues discussed in section 6.2.1 of this report.

6.2.2.4 The final Strategy also clarifies the target groups and priority sports for the Service and includes a number of actions under the following areas:

- Contributing to active lifestyles
- Raising awareness of sports services and opportunities
- Ensuring sports facilities are 'fit for purpose'
- Reducing barriers to participation and ensuring sports equity
- Supporting local sports clubs to increase participation
- Increasing participation amongst young people.

6.2.2.5 A pitch strategy for Brent was produced in January 2004. In conjunction with the priorities within the Strategy for Sport and Physical Activity in Brent this helps to plan improvements to sports facilities within parks.

6.2.3 Service Planning

6.2.3.1 The Sports Service feeds into Environment's three year service development plan and, in turn, reflects its priorities and objectives within its annual SOP.

The SOP includes a detailed work programme for the service, with set targets and timescales and lead officers and so creates individual work programmes.

6.2.3.2 The Head of the Sports Service contributes to the development of wider strategic objectives within Environment through Management Team Meetings.

Staff within the Sports Service contribute to service development and planning through team meetings. Additionally, individual staff contribute to wider departmental development through groups such as the IT users group, the Equality Auditors group and the ISO14001 group.

6.2.3.3 The Sports Service present their annual SOP to the Department Management Team (Board) and the Lead Member for Environment before it can be finalised.

6.2.4 Pricing Policy

6.2.4.1 An initial analysis of the current pricing policy across sports and parks was undertaken (see report in appendix 8), including an examination of the existing leisure card. Prices and concessionary charges were compared in surrounding authorities where information was made available.. From the findings it is clear that links between the pricing policy and strategic objectives are not matched and a detailed review is required to ensure the correct balance between maximising income and meeting policy objectives.

6.3 PEOPLE

6.3.1 Organisational Structure

6.3.1.1 The new Sports service structure and the reasoning behind it has already been explained in paragraphs 3.2.1.and 3.2.2.

6.3.1.2 Some new posts created by the restructure have only been filled during early 2004. Coupled with the refocusing of the teams work, this creates a relatively 'young team' and there is a considerable need for team building and training to ensure that all staff are equipped to deliver in line with the new priorities.

6.3.2 Consultation and Communication

6.3.2.1 Communication within the team was clearly raised as a weakness during the staff consultation. Monthly team meetings have been set up as a way of improving formal communication and all staff have regular 1:1 meeting with their line managers. Staff at Bridge Park currently meet on a weekly basis. It is important to ensure that a programme of regular team meetings becomes imbedded within the team's culture as a way of improving communication.

6.3.2.2 Each year Environmental Services conduct a 'Nine Factors Cultural Survey' amongst staff; the results being broken down by service teams. The survey examines nine areas of satisfaction amongst staff. Overall, satisfaction amongst staff in the sports service was lower than the average for Environmental Services and the score dropped from the 2002 to 2003 score. However, it should be noted that at the time of the survey only 7 members of staff were in post, the restructure had only just been completed and an internal audit fraud investigation had started at Bridge Park. Two key areas where staff satisfaction scored lowest were 'commitment' and 'group dynamics'. These issues need to be addressed through a comprehensive training and team building programme.

6.3.2.3 Environmental Services produces a monthly staff newsletter which communicates key departmental issues and developments to all staff. In addition, it is used to communicate key service developments and achievements across the Department.

6.3.3 Training and Development

6.3.3.1 All staff receive an annual appraisal in line with the corporate approach. This allows staff to discuss development areas and their training needs. This information is then used to develop an annual training plan for the Team. This years appraisals, coupled with the fact that nearly half of the staff are new to the Service, has highlighted that a considerable amount of training is needed across the whole service.

6.4 PERFORMANCE MANAGEMENT

6.4.1 Performance Management

6.4.1.1 Performance management and a culture of continuous improvement remains a relatively weak area within the Service, although it is far stronger than previous. This is partly because data collection systems have not been in place long enough to measure improvement and achievement against targets. However, systems to collect performance data are now in place and the Service has used some of this data to inform the development of the SOP and to set targets for 04/05.

6.4.1.2 Monitoring information on the usage of sports services and the income from sports centres is reported on a quarterly basis to the Departments Performance Team and is included within the quarterly monitoring report.

6.4.2 Performance against key indicators

6.4.2.1 As explained in paragraph 4.3.4 to 4.3.7 national performance indicators for sports services do not exist and performance measurement has been a weak area for the service. However, as outlined above, the service is improving its approach and has set a number of key indicators and targets including the number of visits to leisure centres, satisfaction with the leisure centres and the number of users of sports development services. This approach has not been in place for long enough to be useful in monitoring year on year improvement but will be used for this purpose in the future.

6.4.2.2 Many performance indicators for sport focus on outputs rather than outcomes i.e. how many people attended a specific sports course rather than what benefit attendance had on their health. This is a concern recognised amongst many sports professionals as it makes it difficult to justify the important contribution sports services make to wider priorities and objectives such as health improvement and crime reduction. Through the West London Sports Forum the service will be able to contribute to a benchmarking club, and this wider issue could be addressed here.

6.4.2.3 The report 'an overview of performance within the sports service' attempted to use various sources of service data to examine performance of the sports service. However, due to the recognised problems with the collection of management information it is difficult to make an accurate assessment of

actual performance. The report highlights recent improvement in the allocation of resources and use of services provided but it generally concludes that the collection and use of performance data remains a weak area and a more robust performance management systems need to be put in place.

6.4.2.4 Quest is a UK quality scheme for sports and leisure that helps organisations improve the quality of services through the principles of continuous improvement. The Quest criteria link to the sub-criteria of the European Foundation for Quality Management (EFQM) Excellence Model and incorporate relevant aspects of other models including CharterMark and Investors in People. Quest accreditation has already been achieved by Leisure Connection at Charteris Sports Centre and Vale Farm Sports Centre. The Sports Service are committed to achieving Quest accreditation for the new Bridge Park Complex and for the Sports Development Service. Given the low base from which both these services are starting it is unlikely that they will achieve this in less than 18 months.

6.5 CUSTOMERS

6.5.1 Service Users

6.5.1.1 The primary service users could be considered as those people and sports clubs who directly use the leisure facilities and/or attend Sports Development activities. Approximately 740,000 visits were made to the four sports centres from April 2002 to March 2003 (this includes visits to the function and meeting rooms within these centres). This rose to 835,000 for 2003/04. Of these visits 34% were for swimming. Comprehensive user surveys were conducted at the facilities during November 2003 which has produced useful management information for the future focus of service improvement (see paragraph 6.5.3.4) below. For example, these surveys have provided a broad profile of who uses the centres and hence low-users groups. Work will be targeted at increasing usage amongst these groups.

6.5.1.2 The Sports Development Team focuses activities at particular target groups and priorities (see report in appendix 1 for details). These priorities are priority neighbourhood areas, health and sports club development. Attendance at sessions and activities are monitored and inform overall usage figures.

6.5.2 Providing Information about Sports Services

6.5.2.1 A poor knowledge of sports facilities and opportunities and the lack of information to the public was highlighted as a key area for improvement within the first audit commission report. As a consequence, the Framework for Sports Development set a key priority of auditing sports facilities and clubs in the borough and creating an electronic database. In addition, the restructure created a new post of Information and Administrative Officer specifically to lead on this work.

6.5.2.2 A lack of information about what is available was given as the main reason for not participating in sport when the citizen's panel were asked. Therefore, the provision of easily accessible information must remain as a key issue for the service to address. Ensuring that information is available in the right format and is easily accessible is crucial if an increase in participation by target groups is to be achieved.

6.5.2.3 The Sports Service website is now greatly improved. It contains information on services provided by the sports service, an electronic version of the framework for sport and leisure development, and a copy of the Strategy for Sport and Physical Activity in Brent.

6.5.2.4 The audit of sports facilities and clubs has been completed and the information put onto the website which now includes information about sports centres (including opening times, prices, etc) and links through to the Leisure Connection website, as well as information on other providers of sports and around the borough with links to their websites. It is known that there are some sports clubs in the borough who have not responded to the audit questionnaire. Consequently, this is an on-going process and the database will need to be regularly updated and new clubs added. Eventually, this will lead to the production of a sports directory for the borough.

6.5.2.5 Printed material about Sports Services remains poor, and this is a key area of improvement during 2004. Leisure Connection produce good quality leaflets about the facilities and services provided therein. However, distribution to places where the community is likely to see it (for example libraries and one-stop shops) remains poor and this is a key area for the Recreation Commissioning Team to address. The provision of joint information between

key service providers, especially the sports service, the Parks Service and Leisure Connection is another area for improvement.

6.5.3 Consultation and Involvement in Decision Making

6.5.3.1 Two 'challenge days' have been held (November '02 and July'03) to find out from stakeholders what they think the priorities and role of the sports service should be.

6.5.3.2 A considerable amount of consultation and research into sports participation in Brent has been conducted in recent years (see 'overview of consultation' report in appendix 3) and this has been used to inform the development of both the Strategy for Sport and Physical Activity in Brent and this Review. However, further work needs to be done with identified low-user groups to examine reasons for low use and how this can be addressed.

6.5.3.3 Annual satisfaction surveys are conducted across all Environmental Services units, which allows year on year performance to be compared. This was first conducted for the sports 'unit' in 2002, and repeated in 2003. Overall satisfaction with the service was 84% in 2003 compared with 72% in 2002.

6.5.3.4 In 2003 comprehensive surveys were conducted at the leisure centres. This provided a detailed profile of use (i.e. by who, how often, from where, etc), satisfaction with various aspects of the service and feedback on service improvements. The key areas where satisfaction was lower at the Leisure centres was with changing facilities, toilets and showers. These surveys will be repeated on an annual basis so allowing year on year comparisons to be made.

6.5.3.5 Customer forums are held at the leisure centres by Leisure Connection and feedback from these are provided to the Recreation Commissioning Team. Customer forums are being introduced at Bridge Park this summer.

6.5.3.6 The service uses the area consultative forums to consult on issues relevant to a particular area (e.g. consultation on Willesden PFI Scheme at the Willesden Area Forum). Similarly, the user consultative forums were used for consultation on the Strategy for Sport and Physical Activity in Brent.

6.5.3.7 An on-going customer survey is conducted on the website. This provides feedback on satisfaction with the services provided and the results are continually updated and are available to the general public on-line.

6.5.3.8 The review has highlighted that a lot of research and consultation is conducted but it needs to be better co-ordinated and more systematic.

6.6 PARTNERSHIPS AND RESOURCES

6.6.1 The Role of Brent Sports Services within the Wider Economy of sports Provision

6.6.1.1 The Sport and Physical Activity Strategy for Brent clearly recognises that there are a number of providers of sports activities and opportunities within the borough, and this has been reinforced by the audits conducted as part of this review process. Key stakeholders have clearly stated that whilst they do not believe the Council has to take a lead on all sports provision, it is believed it should take a key role in co-ordinating sports opportunities, so ensuring better use of resources and avoiding duplication in provision.

6.6.1.2 This review has recognised the various partners involved in sports provision in Brent (see further discussion within this section of the report) and the different markets they target. The Sports Service does not see itself as in competition with these other providers, especially the private sector, but believes they provide a service to a target group that is not a priority for provision by the Council. The Sports Service has a focus on social objectives and through its leisure management contract is seeking to provide a quality service at a price affordable to those who cannot afford private sector charges. The specification for the leisure management contracts will need to clearly reflect this position, whilst recognising the need to balance this position against maximising income potential.

6.6.2 Leisure Centre Contracts

6.6.2.1 Leisure Connection manage Charteris Sports Centre and Vale Farm Sports Centre under a deficit guarantee contract, and currently manage Willesden Sports Centre under a management fee contract (see below). The management of the contracts has been strengthened through the restructure with the appointment of a new post within the Recreation Commissioning Team. With the plans to rebuild the Willesden Sports Centre under a PFI

scheme and develop other new facilities in the borough (see section 6.6.4) there will be a need to consider whether additional revenue funding will be required for a further post within this Team.

6.6.2.2 A review of the existing contracts was conducted as part of this Best Value Review (see report attached in appendix 9). The report highlights a number of areas where the existing contracts could be improved and recommends they are re-tendered to start from 2006. Main recommendations are to strengthen the links between the specification and the corporate strategy and to introduce better performance measurement processes. The analysis also highlights that the existing contract does not appear to be providing significant value for money to the Council.

6.6.2.3 Monthly meetings are held between Leisure Connection and the Recreation Commissioning Team. These are used to exchange information on areas of development, identify new areas for joint working and to discuss poor performance and how it can be improved. A meeting of senior Council Officers and Senior Officers within Leisure Connection is held annually to discuss any 'high level' issues with respect to the contract.

6.6.2.4 The Recreation Commissioning Team and Bridge Park management team are undertaking contract management training as part of a pilot to strengthen this area across the Council.

6.6.3 Other 'Sports Deliverers' within the Council

Parks Service

6.6.3.1 Joint working with the Parks Service is much improved. Quarterly meetings are held between the two service heads and both report to the Assistant Director (Sport and Leisure). The services work jointly on identified projects and Service Operational Plans link to each other. Officers from the Parks Service were part of this review team ensuring that issues relevant to sports provision in parks were also addressed.

Education, Arts and Learning (EAL) and Schools

6.6.3.2 Although the provision and quality of sports and physical education in schools was excluded from this review it is important that the Sports Service works with schools and EAL to ensure school sport and especially out-of-school

activities can be sustained in the long-term. A considerable amount of development work is currently happening in schools and the Government has prioritised increasing quality physical activity within schools as a way of tackling health problems. Consequently a considerable amount of additional funding is being made available to schools although within Brent there has been no single person co-ordinating. Revenue funding has been provided in the 04/05 budget for the post of PE advisor and this post is currently being recruited to. This will provide an important single point of contact between the Sports Service and Schools and EAL.

6.6.3.3 It will be difficult to sustain all the development work that is being carried out in schools if there is not a good quality and well-developed sports club sector within the Borough. Schools will be unable to refer children on to clubs if they do not feel confident the children will experience a good quality and safe sports environment. Consequently, it is vital that the Sports Service helps sports clubs to develop in order that they can provide long-term opportunities for participation.

Youth Service

6.6.3.4 Joint working is very limited and focuses around communicating about proposed activities during major school holidays to avoid duplication, or fragmented work with Positive Activities for Young People within the Youth Service on specific projects. Working more closely with the Youth Service is an area for improvement.

6.6.3.5 The Voluntary Sector Support Team within the Youth Service administer the Borough's voluntary grants schemes and at present this includes allocating funds to voluntary groups for sports activities. There is no cross reference to sports service in the granting of these funds and sports service needs to work closer with the voluntary sector support team to encourage recognition of the priorities within the Strategy for Sport and Physical Activity in Brent when issuing funding for sports and to specifically share information about who has received funding with the Sports Service.

Social Services

6.6.3.6 Joint work with social services is minimal. The learning disability team

oversee the administration of the 'access to leisure card' for disabled people on behalf of sports services. However, with a corporate priority on children and young people, more joint working is needed with Social Services to ensure that vulnerable children and those with special needs do not miss out on opportunities to participate in Sport.

External Partners

6.6.4 Other Providers of Sports facilities and Opportunities

6.6.4.1 There are a number of other providers of sports opportunities and facilities in the Borough including commercial facilities, school facilities and sports clubs. In addition there are many other organisations including the Youth Offending Team, Metropolitan Police, Crime Concern, Neighbourhood Renewal and the Primary Care Trust that 'use sport and physical activity as a tool to address many wider social issues such as crime reduction, regeneration and health improvement. In order to ensure a co-ordinated approach to the provision of opportunities for sport and to avoid duplication, it is essential that sports service works closely with these and all other providers.

6.6.4.2 The audit of secondary schools identified that the provision of sports facilities in schools varies considerably across the Borough in terms of type of facility provided and quality of facilities. Only one third of secondary schools have full size sports halls and only half have their own outdoor sports pitches. Access by the local community to these facilities is very limited and is an area that the service in conjunction with the EAL needs to address with schools in order to encourage greater community use. (See appendix 10.)

6.6.4.3 In order for voluntary sports clubs to sustain their long term future they need to support and develop their volunteer base. The sports club audit (see appendix 11) shows the need for more qualified coaches and officials and the need for clubs to adopt 'good practice' policies and procedures which will then enable them to access funding, develop links with schools and attract new members.

6.6.4.4 In order to better co-ordinate work between key stakeholders a Sports Forum for Brent has been set up. This was agreed as an action at the Challenge Day held in July 2004. The Forum consists of key partners involved in sport from both within and outside the Council: Sports Service, Parks Service, Youth

Service, Education Advisory Service, School Sports Co-ordinator Programme Managers, Regeneration Team, Leisure Connection, Brent Sports Council, Youth Service and the PCT (Public Health Team).

6.6.4.5 The Forum has met three times to date, has agreed its terms of reference and overseen the production of the draft Strategy for Sport and Physical Activity in Brent. This group will oversee and review its implementation. The role of the group will develop over time but provides a significant opportunity to improve joint working and communication.

6.6.4.6 Brent Sports Council still exists although they are currently a relatively weak organisation. Developing sports clubs, improving communication and working with sports clubs to deliver sports activities is a key area of work for the service. The relationship between the Council and sports clubs has been poor in the past and is still in need of considerable improvement. The Sports Service consider the Brent Sports Council as an important organisation, acting as a single point of contact, to help improve this relationship. The Sports Council and the Sports Service meet every three months.

6.6.5 Resources

What we Provide - Facilities in the Borough

6.6.5.1 The Sports and Physical Activity Strategy provides a detailed overview of existing sports facilities in the borough, and surrounding area.

6.6.5.2 The Sports Service currently provides four major sports facilities in the Borough. Charteris and Vale Farm Sports Centres are operated by Leisure Connection under a seven year deficit guarantee contract which expires in April 2006. They also manage and operate Willesden Sports Centre under a management fee contract.

6.6.5.3 The Bridge Park Community Sports Centre is operated directly by Sports Service. This facility provides 'dry-side' sports facilities, conferencing and function facilities and 36 business units. The business units are managed via a service level agreement with Property Services. In November 2003 an external consultant conducted a review of the facility with a view to establishing its long-term future. The resulting report was agreed by Members in March 2004 and an improvement plan for the centre is now being

implemented. Additional capital funding has been provided in 2004/05 to improve the facilities so that better management of the building can be achieved.

Proposed New Sports Facilities

6.6.5.4 Willesden Sports Centre is due to be closed and demolished in 2004 and demolished as part of a £13 million PFI scheme with credits from the Department of Culture, Media and Sport (DCMS). The current centre was built in the 1960's and has developed over time in a piecemeal fashion. The facilities are in a very poor state and are in need of considerable repair.

6.6.5.5 The preferred bidder is a consortium which includes Leisure Connection as the facility operator and the new centre is due to open in 2006, under a 25 year contract. The new Centre will provide a 6 lane 25m main pool plus teaching pool, 4 badminton court sports hall, fitness / weights area, dojo and multi purpose room. The new centre incorporates the indoor Centre with the athletics stadium as a single building so providing much increased security for the site. The six lane floodlit track will have a grandstand, underneath which will be an indoor running tube with spectator seating, which also includes three 5-a-side indoor football pitches.

6.6.5.6 Sport England's Regional planning model for London (2001) identified the need for three pools in the borough. There is clear evidence of need for a sports facility in the south of the borough, especially demand for wet-side facilities. The main reason the DCMS awarded the credits for this scheme was because of the potential joint-working with the adjacent Capital City Academy (CCA). These two facilities, coupled with the pitches in King Edward VII Recreation Ground, will jointly provide an excellent range of indoor and outdoor sports facilities with considerable potential for links between school and club provision.

6.6.5.7 An initial analysis of facility needs in the borough, based on the facility audits, concurs with the Sport England model on the need for at least one further pool. The Council is currently working to provide a third pool in the north of the borough and is in negotiations with a private sector company to provide a public access pool as part of a wider private leisure development.

6.6.5.8 The potential for significant levels of capital funding for new facilities in Brent is limited. The Council will be providing capital funding as part of the Willesden PFI scheme and is unlikely to be able to provide further capital of this level, although the prudential scheme could be used. The national lottery capital programme is very small across London and is unlikely to increase significantly in the next five years. It is also unlikely that PFI credits will be available for stand-alone leisure facilities in the future but only for facilities linked to wider initiatives around health and/or education. Consequently, as discussed in the following section, the council will need to take a creative approach to ensuring new facility provision, linked to wider programmes such as the Wembley regeneration scheme.

6.6.5.8 Another potential new sports facility is being proposed for South Kilburn as part of the 'new deal for communities' regeneration programme for the area. This scheme will include a sports hall and fitness facilities, although it is unlikely to come 'on-line' before 2014. However, if the scheme does go ahead, the Council will need to consider the future role of the Charteris Sports Centre in relation to the new facilities.

6.6.5.9 In the past 18 months a number of improvements have been made to sports facilities based in parks. Work has started on the development of a golf course and range at Northwick Park and improved pitches have been provided at Gibbons Recreation Ground using lottery funding. Other projects are currently underway, and the Council has provided additional capital funding to increase and improve sports facilities in parks and open spaces. This will allow the development of both formal and informal facilities as identified in the Sports Pitch Strategy and Strategy for Sport and Physical Activity in Brent.

Financial Resources

6.6.5.10 A financial review was undertaken as part of this review (see appendix 6). It was difficult to complete this analysis due to the uncertainty on some aspects of the sports service budget, especially in relation to Bridge Park. A new Finance Officer has been appointed and a key area of improvement for the service is to clarify its financial management. This is a key area of improvement for the Service as it closely links to the improvements in performance measurement.

6.6.5.11 An internal audit report into financial systems and processes has highlighted a number of areas of weakness, specifically at Bridge Park. An action plan to address this is currently being implemented.

6.6.5.12 There are sources of external funding that could be secured to help increase and develop sports participation in Brent. Some of these funding streams could be tapped into directly by the Council and some not, although there is a clear role for the Council in helping sports clubs and community organisations obtain such funding.

6.6.5.13 A significant amount of external funding has been brought into the Council in the past few years via schools, parks and the sports service (e.g. approx £3 million through the New Opportunities Fund PE and Schools scheme, lottery funding to improve facilities at Gibbons Rec'). However, this could be improved, especially through joint-working with other organisations, and the sports forum could help achieve this. It is important to note however, that the majority of external funding schemes come with their own objectives and targets and simply 'chasing' funding because it's there is not the most effective use of resources. There needs to be a clear link between securing external funding and the priorities within the Strategy for Sport and Physical Activity in Brent.

6.6.5.14 Additional funding has been provided by the Council for sports over the past 2 years, including the additional capital to improve sports facilities in parks. A main proportion of the revenue funding has been used in the restructure of the sports service creating additional posts to support areas of identified weakness including sports development; contract management, Bridge Park management and the provision of information and publicity.

6.7 SOCIETY AND WIDER PRIORITIES

6.7.1 Sport has a role to play in improving the quality of life of Brent residents. In this context, sport makes an important contribution to wider corporate initiatives such as social inclusion, regeneration, community safety, lifelong learning and health. (This is discussed in more detail in the report in appendix 7).

6.7.2 The sports service has already restructured and refocused its work to help address these wider priorities. One sports development officer post focuses on health and physical activity and one on delivering in priorities neighbourhoods. Both these officers have secured external funding to help support this development work. There is a need to ensure the new sports programme at Bridge Park links to helping achieve these wider priorities

7. **CONCLUSION**

7.1 This section of the report provides a brief summary of the main issues arising from the Review. As explained in the main body of the report, the Strategy for Sport and Physical Activity in Brent prioritises six main areas for development in order to increase sports participation in the borough. The strategy recognises that the Council is not the only provider of sports activities and opportunities and that the Council should take a co-ordinating role. These areas have been used to create an action plan from the Strategy and have subsequently been used within the Sports Service SOP. The Strategy for Sport and Physical Activity in Brent set the main policy priorities and work areas for the Sports Service and so in essence the two action plans are almost identical. For the purposes of this summary and the following five-year action plan, the same headings have been used.

Managing the Work of the Sports Service

7.2 The Review recommends that the Leisure Management contracts should be retendered but that the Sport Development Service and new Bridge Park should not be included within the contract. A restructure of the Sports Service was carried out last year and the work of the team focused on to delivering key priorities and new agendas. This review has highlighted that there remains some weaknesses and that a remodelling of the structure will help achieve this; particularly developing stronger management for the Sports Development Team, an improvement in finance and performance management and developing better cover for the new Bridge Park Complex. In addition, there will be a need to consider whether an additional Recreation Commissioning Assistant is required in the light of the proposed new developments.

- 7.3 The refocusing of the work of the Team coupled with the significant proportion of new members requires a comprehensive programme of training and team building to ensure all staff understand their respective roles and have the skills to do the job. Linked to this there is a need to embed a culture of performance management and continuous improvement across the service.

Contributing to Active Lifestyles

- 7.4 The role of sport and physical activity in improving health is widely recognised. There are significant health issues within Brent and the Sports Service has a key role in providing good quality, affordable opportunities for physical activity. There are a number of other providers and programmes already underway in the borough that address health issues. The service needs to ensure it is co-ordinating its activities with these programmes in order to avoid duplication and best use of resources.

Raising Awareness of Sports Services and opportunities

- 7.5 Feedback from consultation has shown that there is a significant number of people in the borough who say they would like to take part in sport but don't have the information on what's available. The Council needs to take a lead in ensuring accurate and up to date information is available about provision and opportunities across all sectors, and that information is available in formats that reach all sections of the community.

Ensuring Sports Facilities are Fit for Purpose

- 7.6 The facilities audits highlighted gaps in current levels of provision and that many facilities are in need of refurbishment. The Council has committed capital funding to the rebuilding of the Willesden Sports Centre and for improvements to facilities in parks. However, future capital funding is likely to be limited and so the Service will need to find creative ways of securing additional funding for refurbishment and new facilities. Methods will need to include working with the private sector as proposed for the new Kingsbury Pool, securing external funding, use of section 106 funding and seeking capital investment through the re-tendering of the leisure centre contracts. The service will work with Sport England to use their planning tool kit to determine the future needs in Brent.

7.7 The new Bridge Park complex which is directly managed by the Sports Service has been recognised as having been poorly managed in the past and new robust management is now needed to significantly improve this service.

7.8 The development of Wembley National Stadium has provided a significant catalyst for the regeneration of the area. It will be important to ensure that new sports facilities are provided to address the needs of new people moving into the area. The Council will also argue strongly that a significant amount of funding that becomes available from the Wembley Stadium Trust is used for the development of sport in Brent.

Reduce Barriers to Sports Participation and Ensure Sports Equity

7.9 A range of barriers to participation have been identified including a lack of information, cost and poor transport to facilities. Mechanism to address these issues will need to be put in place if participation by all sections of the community is to increase. Certain groups have been identified as low users of sports facilities and more work needs to be done to determine why people do not participate and what actions can be implemented to increase participation.

Supporting local Clubs

7.10 Long-term sustainable opportunities for participation will only be possible if there are strong sports clubs in the borough. The relationship between sports clubs and the Sports Service, although strong with some particular clubs, remains poor and needs to be improved. The sports club audit highlighted particular areas where clubs need to develop and to this end a Sports Development Officer post with a focus on this work has been identified. This work is crucial if the significant development work that has started in schools is to be sustained by sports clubs.

To Increase Participation amongst young People

7.11 Supporting children and young people is a key priority for the Council and this is reflected in the work of the Sports Service. School Sports Coordinator Programmes are in place in the north and the south of the borough and if this work is to be sustained sports clubs must be able to provide safe, good quality environments for young people.

- 7.12 Providing affordable activities, both formal and informal, for young people (particularly for 'older young people') is important in ensuring they are able to participate in sport and develop a lifestyle that includes physical activity.

Rec.	Managing the Work of the Sports Service	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
1								
1.1	To amend the structure of the sports service to strengthen the remaining areas of weakness: Performance measurement, sports development and Bridge Park.	HOS	Human Resources	•				
1.2	To review the need for additional recreation commissioning assistant in 2005, in light of the PFI	HOS	Human Resources		•			
1.3	To complete a comprehensive programme of team building across the sports service.	HOS	Human Resources	•				
1.4	To develop a comprehensive training programme to address the immediate team/ individual training needs.	HOS	Human Resources	•				
1.5	To attend relevant London/ sector bodies to contribute a learning environment, include West London Sports Forum.	HOS	-	•	•	•	•	•
1.6	To undertake an annual programme of visits to recognized excellent authorities to learn from good practice.	HOS	Identified Authorities	•	•	•	•	•
1.7	To review all budgets, remodel appropriately and set up robust financial systems and monitoring processes.	HOS/FO	FIS	•	•	•	•	•
1.8	To embed a culture of performance management and measurement.	HOS	-	•	•	•	•	•

Rec.	Managing the Work of the Sports Service	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
1								
1.9	To achieve quality accreditation for the service, particularly Quest and Charter Mark.	HOS		•	•			
1.10	To implement all the findings from the Bridge Park review and action plan.	BPM	-	•				

Rec.	Contributing to Active Lifestyles	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
2								
2.1	Work with the Health Promotion Team to promote the health benefits of physical activity to all sections of the community, and particularly to those most identified as 'at risk'.	SDT	PCT, GP's, nurses, comm. groups	•	•	•	•	•
2.2	To widen the healthy walking programme.	SDT	PCT, GP's, nurses, comm. groups	•	•	•	•	•
2.3	To link activities for young people into the Healthy Schools programme.	SDT	E.A.L.	•	•	•	•	•
2.4	To link programmes at the new 'Lift' projects, especially at Vale Farm.	RCT	P.C.T, Leisure Centre Contractor	•	•	•	•	•
2.5	To work with Leisure Connection at the new Willesden Leisure Centre to provide a comprehensive programme of health-related activities, including a GP referral scheme.	RCT/SDT	Leisure Centre Contractor P.C.T, GP's			•	•	•
2.6	To develop a programme of health related activities linked to groups identified as most at risk.	SDT		•	•	•	•	•

Rec.	Raising Awareness of Sports Services and Opportunities	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
3								
3.1	To maintain a comprehensive database of sports facilities and activities within the borough.	I & A	Schools, E.A.L, Sports Clubs, Parks Service	•	•	•	•	•
3.2	To maintain a website detailing sports services and activities, including a directory of sports clubs and links to other partner's websites.	I & A	Sports Clubs, Leisure Centre Contractor	•	•	•	•	•
3.3	To develop the use of information technology to allow on-line bookings at sports facilities, including Bridge Park.	RCT/ BPM	Leisure Centre Contractor	•	•	•	•	•
3.4	Integrate sports facilities bookings to allow a 'one-stop' approach.	HOS	Leisure Centre Contractor, Parks Service, Schools		•	•	•	•
3.5	To ensure information is available in a range of formats that address the needs of Brent's diverse community.	I & A	-	•	•	•	•	•
3.6	To produce a communications strategy to ensure on-going promotion of facilities and services.	HOS	Various	•				
3.7	To provide a half-yearly newsletter for sports providers giving information on training, funding and general sports developments.	SDT	All partners	•	•	•	•	•
3.8	To hold meetings of the Brent's Sports Forum three times per year to ensure that key stakeholders share information and updates on developments.	HOS	All Sports Forum partners	•	•	•	•	•

Rec.	Ensuring Sports Facilities and Fit for Purpose	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
4								
4.1	To contribute work to improve changing accommodation at parks sites, especially in relation to use by women, and girls and young people.	HOS	Parks Service, Gov. body Sport	•	•	•	•	•
4.2	To secure additional funding to continue a programme of improving pitch quality at both parks and school sites.	HOS	Parks Service, E.A.L/ schools, Gov. body Sport	•	•	•	•	•
4.3	To support and contribute to the development of the National Stadium at Wembley.	HOS	Policy and performance Team	•	•	•	•	•
4.4	To ensure new sport and leisure facilities are developed as part of the Wembley regeneration programme.	HOS	Planning, Policy	•	•	•	•	•
4.5	To ensure that section 106 funding is used to contribute to facility improvements as prioritised in this strategy.	HOS	Parks, Planning	•	•	•	•	•
4.6	To progress work on the PFI scheme for a new Willesden Sports Centre.	HOS/RCT	Linteum Brent	•	•	•	•	•
4.7	To influence the regeneration proposals at South Kilburn to ensure new sports and recreation facilities are developed.	HOS/RCT	Planning, NDSK	•	•	•		
4.8	To provide a third swimming pool for the borough in the Kingsbury area.	HOS	Private Sector	•	•	•	•	•
4.9	To retender the Councils sports centres ensuring the services provide value for money and help to achieve the recommendations within this strategy.	RCT	Procurement Team	•	•	•		
4.10	To work with Sport England to use their planning tool kit to clarify future facility needs within Brent.	HOS	Sport England	•	•	•		
4.11	To work with schools/ education to improve sports facilities on school sites, at	HOS	E.A.L, Schools	•				

Rec.	Ensuring Sports Facilities and Fit for Purpose	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
4	schools that are committed to expanding their community use of facilities.							
4.12	To identify, and develop, a new use for the 'disused' track at Vale Farm sports centre.	RCT	Leisure Centre Contractor		•	•	•	•
4.13	To review the different uses of facilities at Vale Farm and produce an overall plan for the area.	RCT	Parks Service, Sports Clubs		•	•	•	
4.14	To implement building improvements at Bridge Park, including improved staff accommodation and reception facilities.	BPM	-	•	•			
4.15	To develop a planned preventative maintenance programme for Bridge Park to ensure effective management of the facilities.	BPM	-	•	•			
4.16	To introduce mechanisms for gaining user feedback at Bridge Park.	BPM	-	•	•	•	•	•
4.17	To improve and maintain signage to Sports Centres.	RCT	Transportation	•	•	•	•	•

Rec. 5	Reducing Barriers to Sports Participation and Ensuring Sports Equity	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
5.1	To review charges at Sports facilities and ensure the Leisure card contributes to minimising cost as a barrier to participation and provides concessions in line with other service areas and to 'target groups' identified within the Strategy for Sport and Physical Activity in Brent	HOS/FO	Parks Service, Leisure Centre Contractor	•	•	•		
5.2	To ensure facilities are accessible to disabled people in line with the DDA.	RCT	Parks, Leisure Connection	•				
5.3	To ensure information on sports facilities and services is available in formats relevant to Brent's diverse community.	I & A		•	•	•	•	•
5.4	To establish an on-going programme of consultation to gain a better view of existing and potential customer's needs.	HOS	Parks, Leisure Connection	•	•	•	•	•
5.5	To provide sports development activities on an outreach basis as a way of reducing transport as a barrier to participation.	SDT	Parks Service	•	•	•	•	•
5.6	Improve awareness of access to facilities via public transport and ensure this information is included on the website leaflets, etc.	I & A	-	•	•	•	•	•
5.7	Work with bus companies to improve access to facilities by public transport.	RCT	Bus Operators		•	•	•	•
5.8	To ensure that staff, both directly employed by the Council and those employed via contractors, are aware of cultural issues which may affect access to sports opportunities.	HOS	Parks Service, Leisure Centre Contractor	•	•	•	•	•
5.9	To work with the Leisure Centre contractors to increase use of sports centres by women, especially woman from ethnic minority groups.	RCT	Leisure Connection	•	•	•	•	•

Rec.	Supporting Local Clubs	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
6								
6.1	To support sports clubs to secure external funding, especially to help achieve priorities within this Strategy for Sport and Physical Activity in Brent.	SDT	Sports Clubs, Sport England, LAP, Nat. Gov. Bodies	•	•	•	•	•
6.2	To support clubs to develop new, or improved junior sections.	SDT	Sports Clubs, LAP, Nat. Gov. Bodies	•	•	•	•	•
6.3	To organise courses that help clubs to develop qualified coaches, officials and administrators.	SDT	Sports Clubs, Sports England, LAP, Nat. Gov. Bodies	•	•	•	•	•
6.4	To support the Brent Sports Council in re-establishing itself as a 'voice' for voluntary sports clubs in the borough.	HOS	Brent Sports Council, Sports Clubs	•	•	•	•	•
6.5	To support clubs to develop policies and practices that will improve their services and help them to increase long term membership.	SDT	Sports Clubs, LAP, Nat. Gov. Bodies	•	•	•	•	•
6.6	To work with clubs to increase opportunities for participation by women and girls.	SDT	Sports Clubs, comm. groups, Nat. Gov. Bodies	•	•	•	•	•

6.7	Work with clubs and other stakeholders to produce sports development plans for the 8 priority sports.	SDT	Sports Clubs, Leagues, Nat. Gov. Bodies, Leisure Centre Contractor	●	●	●	●	
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Rec.	Increasing Participation amongst Young People	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
7								
7.1	To work with the Police, Youth Offending Team and other relevant agencies to provide activities which divert young people from crime.	SDT	Met Police, Y.O.T, Crime Concern, Youth Service, Parks Service	•	•	•	•	•
7.2	To develop links between schools and clubs to create pathways for long term participation.	SDT	School, E.A.I, Sports Clubs, S.S.C.O programme, Step into Sport	•	•	•	•	•
7.3	To provide a range of affordable recreational facilities at Parks sites for young people, including multi-sports areas.	HOS	Parks	•	•	•	•	•
7.4	To develop a minimum of two skate boarding facilities within parks and open spaces.	HOS	Parks	•	•			
7.5	To re-establish involvement in the London Active Partnership.	SDT	LAP	•	•	•	•	•
7.6	To recruit a PE advisor for the Borough and to work with the PE advisor to increase opportunities and quality of sports and PE within schools.	HOS	E.A.L, Schools	•	•	•	•	•
7.7	To link sports development services to the school sports co-coordinators programme ensuring pathways to clubs are developed.		Schools, S.S.C.O's/ PDM's, Y.S.T.	•	•	•	•	•

Rec.	Increasing Participation amongst Young People	Lead	Key Partner Agencies	Period for Action				
				2004	2005	2006	2007	2008
7								
7.8	To contribute to the 'PE and Sports in School' programme pilot.	SDT/HOS	Schools, M.P, Y.S.T, Sports Clubs	•	•	•	•	•
7.9	To work with schools and clubs to enable Brent to continue to send representative teams to Inter- Borough events.	SDT	Schools, Sports Clubs	•	•	•	•	•
7.10	To consult with young people to ensure their needs and views are identified.	SDT	Schools, Youth Service	•	•	•	•	•

Key :

- HOS = Head of Sports Service**
- SDT = Sports Development Team**
- RCT = Recreation Commissioning Team**
- I & A = Information and Administration Officer**
- FO = Finance Officer**
- BPM = Bridge Park Manager**