



Castle Point Borough Council

Indoor Built Facilities Strategy Update
2022

1. INTRODUCTION

- 1.1. This report updates the Council's evidence base for indoor built facilities. This report is the first update of the following documents:
 - [Sport and Leisure Facilities Needs Assessment 2018](#)
 - [Indoor Built Facilities Strategy and Action Plan 2018](#)
- 1.2. It is important to ensure that the Action Plan for the strategy is kept up to date, highlighting any specific changes to demand at particular facilities and/or clubs in the area, any specific changes within key sites within the Borough or any new or emerging issues and opportunities.
- 1.3. This update is a partial review of the action plan with an aim to keep the recommendations accurate and up to date. A full review of the entire strategy and action plan will review the full contents of the documents and will be completed at a later date.
- 1.4. For completeness of understanding this update should be read alongside the documents outlined in paragraph 1.1.
- 1.5. Partner organisations have a vested interest in ensuring existing indoor built facilities can be protected and enhanced. As such, many of the objectives and actions within this document need to be delivered and implemented by sports organisations, education establishments, community sports networks and other stakeholders. In many instances, the Council will not be a key partner in delivering these actions or recommendations, meaning the strategy and action plan is not just for the Council to act upon, but for all the stakeholders and partners involved within the project.

2. KEY OUTCOMES

2.1. As part of the work on the Playing Pitch Strategy and Action Plan update a number of national governing bodies were consulted on for significant changes within the sport and demand and supply update data such as football, tennis and netball. These sports are also identified within the indoor built facilities assessment and no updates were provided in terms of indoor facilities.

2.2. The Council's leisure team were consulted as a supplier of key leisure facilities within the Borough as identified in the strategy, the following changes to the supply of indoor built facilities were identified:

- Health and fitness suites
 - Extension of fitness suite at Waterside Farm Leisure Centre by 201 sqm
 - New gym and two new exercise studios at Runnymede Leisure Centre
- Sports halls
 - New short bowls offering at Waterside Farm Leisure Centre
- Squash
 - Three squash courts removed from Waterside Leisure Centre

2.3. These updates have been made to the action plan in red underline for an addition or ~~red strikethrough~~ for a deletion. These amendments can be found in the updated action plan in Appendix 1 below.

APPENDIX 1



SOUTH ESSEX INDOOR BUILT FACILITIES STRATEGY

CASTLE POINT STRATEGY AND ACTION PLAN

NOVEMBER 2018
2022 UPDATES

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SOUTH ESSEX INDOOR BUILT FACILITIES CASTLE POINT DRAFT STRATEGY AND ACTION PLAN

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INTRODUCTION

This is the Draft Castle Point Indoor Sports Facilities Strategy and Action Plan 2018-2037. It sits within the wider South Essex Framework which includes Basildon, Rochford, Southend-on-Sea and Thurrock Councils for the same period of time. The strategy recommendations are Castle Point specific and are based on the Council's Needs Assessment report, researched and prepared between August 2017 – March 2018 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). It has been prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with the Council, Essex County Council, Active Essex, Sport England, national governing bodies of sport, local sports clubs and key stakeholders.

Castle Point has an aspiration, and need, to consider its facilities planning particularly in the context of local government reorganisation, an ageing stock of leisure facilities; different management arrangements, future growth needs; changing economic and demographic profile of the area.

Purpose

The purpose of this Strategy and action plan is to:

- ◀ Provide clear direction and strategic vision to all partners so that together they can plan and develop a more modern, efficient and sustainable range of community based sport and leisure facilities that Castle Point requires.
- ◀ Present the objectives, priorities and recommendations for Castle Point which will inform policy, planning and investment.
- ◀ Provide a deliverable action plan based on the vision, objectives and priorities.

This will ensure residents have the opportunity to be physically active and healthier and where appropriate develop their sporting ambitions within their local community.

The consultant team is grateful to Castle Point officers and all other stakeholders for their contribution, experience and knowledge in the development of this Strategy.

Partners

This is a plan for Castle Point. It does, however, sit within a strategic framework for the wider South Essex sub region. This report is predicated upon wider partners such as local authorities, Active Essex, Essex County Council, national governing bodies and local clubs accepting and taking responsibility for different aspects of its implementation. The partnership approach to Strategy delivery is necessary to make best use of the assets and resources available to drive the development of sport and physical activity across Castle Point in particular, and the wider South Essex sub-region.

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Local context

Castle Point is a borough within the County of Essex. It is bordered by Thurrock, Basildon, Rochford and Southend-on-Sea. The Authority comprises four main towns; Hadleigh, South Benfleet, Thundersley and Canvey Island, with the latter a popular seaside resort. Castle Point forms part of the Thames Gateway, making it a focus for regeneration. The Council has been working with other key local agencies through the Castle Point Regeneration Partnership to look at long-term improvements to the Borough.

Strategic highways within the Authority include the A13 east-west road linking Southend-on-Sea to the east and the M25 motorway to the west. The A130 is the main route connecting Canvey Island to the Chelmsford. The railway station located in Benfleet, provides regular services to London, Tilbury and Southend. Southend Airport is located a few miles from the border of Castle Point and currently provides regional and international flights.

Castle Point experiences significantly lower levels of deprivation than other parts of England; 11.6% of its population resides in areas which are in the country's three most deprived cohorts (national average; 30%). Conversely, 39.1% live in the three least deprived groupings in the country (above the national average of 30%). Areas of higher deprivation are located in the south of the Authority, around Canvey Island. The least deprived areas are located in the north of the Borough.

Health indicators offer a similar but more pronounced picture. Only 6.9% of Castle Point's population lives in areas within the three most deprived cohorts (national average; 30%). Conversely, 45.0% live in the three least deprived groupings ('norm'; 30%). Key areas of health deprivation are to be found in the south of the Borough, around Canvey Island.

Castle Point's ethnic composition is different from that of England as a whole. According to the 2011 Census, the largest proportion (96.9%) of the local population classified their ethnicity as White; this is significantly higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 1.1% which is markedly lower than the national equivalent (7.8%).

The Castle Point housing projections will be released as part of the New Local Plan, as the current projections are out of date. An indication, however, of housing growth in the Authority is illustrated in the South Essex Strategic Housing Market Assessment (SHMA).

The SHMA was produced for South Essex (2008) which assesses in detail; demographic and economic trends and affordable housing needs for the Borough and the wider South Essex area. The latest addendum (2017) calculates that Castle Point requires 311 dwellings per year over the period from 2014-2037. No specific sites have been identified for development.

The total population of the Borough is 89,731 (mid-year estimate 2016). The most recent ONS projections indicate a rise of 10.9% in Castle Point's population (9,723) over the 25 years from 2014 to 2037. The most significant predicted changes are; the decrease in the number of persons aged 45-54 (-14.2%) and the increase in the number of persons aged 65+ (44.8% increase) resulting in this cohort accounting for just over 31.6% of the total population by 2037.

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The importance of ensuring that the 65+age cohort becomes more active (with a view to general health of the local population) will become increasingly relevant.

The projected increase in the general age and the size of the population in the Borough is likely to lead to an increase in the numbers of people wishing to take part in sport and physical activity (potential customers of leisure facilities), thereby leading to increased demand for sport and physical activity related services. The importance of ensuring that the population, which is currently active remains so and that the inactive become active (sustaining and improving the general health of the local population) will become increasingly relevant.

Active Lives incorporates a broader definition of sport and physical activity including walking, cycling for travel and dance. Its 2015-16 survey identifies that 27.2% of adults aged 16+ in Castle Point are completing less than 30 minutes moderate intensity activity per week. This is above both the regional (25.3%) and national average (25.6%). Further, 63.5% of adults were recorded as being 'active' or undertaking more than 150 minutes of moderate intensity activity per week. This suggests that Castle Point is performing above the regional (59.9%) and national (60.7%) figures.

This Strategy needs to be considered within the wider South Essex sub-region. It is noted that a partnership approach is needed to produce the best quality facilities which are efficient to manage and to ensure that facilities are protected and/or enhanced via new development (in line with national planning policy). It thus looks to address a range of fundamental challenges; and assesses how sports facilities can be used to meet the needs of, or associated with:

- ◆ A changing population, which is economically stable but one which has an age profile increasingly dominated by older age groups.
- ◆ The limited accessibility of facilities, especially during the day time, because the majority of sports halls, in particular, are located on school sites.
- ◆ Health partners' ambitions to address physical inactivity and obesity levels.
- ◆ A growing and active 'grey market' which is time rich, especially during the day.

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RESEARCH FINDINGS

The following is an overview of the strengths, weaknesses, opportunities and threats identified for Castle Point within the Needs Assessment 2018.

Strengths

- ✦ Waterside Farm Leisure Centre is the key facility within the Borough; it is well used and had c. £6 million investment in 2013. It offers a wide range of activities, including GP referral programmes, walking netball and walking football.
- ✦ Runnymede Leisure Centre has also received significant investment (£1million) within the last two years.
- ✦ The majority of community available swimming pools, fitness facilities and sports halls are either rated good or above average.
- ✦ There are 12 dance studios in the Authority, seven are rated good or above average.
- ✦ Over 80% of the population lives within a mile of a community available sports hall and health and fitness provision.
- ✦ All schools allow for community use within their sports halls.
- ✦ There is a modelled positive supply demand balance of sports halls and fitness provision in the Authority.
- ✦ The Authority has an indoor tennis facility, which provides a range of activities aimed at increasing participation in the sport. A successful tennis club is located at the facility.
- ✦ Active Castle Point has established a number of activities to support Active Essex's strategic objectives.
- ✦ Two swimming clubs provide opportunities in junior, masters and disability swimming.
- ✦ Village halls offer opportunities in a variety of activities, including short mat bowls and dance.

Weaknesses

- ✦ Two thirds of the population has a reliance on cars or public transport to access swimming pools as only one third of the population (35.1%) lives within a mile of a community accessible swimming pool.
- ✦ Compared to neighbouring local authorities, Castle Point has relatively few village halls.
- ✦ Due to a reported lack of demand for squash, current facilities at Waterside Farm Leisure Centre are regularly used for fitness classes.
- ✦ Sport England's Active People Survey (APS), however, reports high demand for squash in the Authority relative to the number of courts suggesting that residents travel to neighbouring authorities to play squash.
- ✦ There are a variety of sports hall management operators across the Local Authority, which results in limited coordination to address local needs.
- ✦ Workforce development is a challenge for both Cartwheels Gymnastics Club and Canvey Island Swimming Club which is, reportedly, restricting the expansion of the respective clubs.
- ✦ The sports club network is limited in certain sports, for example; badminton and squash. Pay and play opportunities within the respective sports are restricted and they do not necessarily support the development of individual athletes to compete at a higher level.

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Opportunities

- ◀ As the owner and operator of Runnymede and Waterside Farm leisure centres, CPBC has the opportunity to facilitate programmes which link to the strategic objectives of the Council more easily than if they were subject to an external contract.
- ◀ The potential exists to develop programmes aimed at increasing participation and supporting healthy and active communities across Castle Point, as does the opportunity for organising complementary activities at the two Local Authority sites.
- ◀ Due to the import and export of people using swimming facilities in neighbouring authorities and private operators, the opportunity exists to work with partners to develop swimming programmes that can cope with increased future demand.
- ◀ With a number of strong sailing clubs operating within the Borough, consideration needs to be given as to how to support the RYA to create more opportunities for young people to participate in the sport.
- ◀ Workforce development is key to ensuring that local sports clubs continue to grow. In particular, Cartwheels Gymnastics Club needs support in identifying and supporting a structure which will allow the Club to expand whilst supporting athlete development.
- ◀ Complementary programming at sports halls across Castle Point is necessary to help alleviate the capacity issues at Waterside Farm Leisure Centre (which is reportedly full). All other sports halls report having spare capacity, although some of this will not be available during the day as they are on education sites.
- ◀ Work with England Squash and local enthusiasts to drive up participation in squash in the Borough, given the quality of the squash courts available.

Threats

- ◀ It is recognised that all councils, including CPBC, are working with increasing financial constraints.
- ◀ The rising age profile of the population is likely to lead to increased demand for facilities during the day (when education stock is generally inaccessible), thus putting increased pressure on Waterside Farm Leisure Centre.
- ◀ The high demand from neighbouring authorities for swimming in Castle Point and the future population increases will put increasing strain on existing community accessible swimming provision in the Authority.
- ◀ Although there has been recent investment in Local Authority swimming provision, the age of the stock at the two local authority sites is still over 40 years old. Should facilities require major investment and close for a significant time, the supply for swimming would be adversely affected.
- ◀ If investment in sport/physical activity facilities is not coordinated opportunities via CIL or s.106 will be implemented on a piecemeal basis to less than optimum impact.
- ◀ As with most local authorities, CPBC has limited influence on educational facilities, which makes developing complementary programming and sports development difficult to achieve, especially with limited resources.

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Summary

In summary CPBC in partnership with key partners needs to:

- ◀ Improve the basis of strategic work across a range of agencies including Public Health and Active Castle Point to ensure that real progress is made in respect of all aspects of increasing physical activity and sport.
- ◀ Ensure that CPBC owned facilities make a progressively greater (and measured) contribution to the needs of all residents and are fully accessible to all the Borough's communities through targeted initiatives, facilities, programming and training.
- ◀ Work with neighbouring authorities and the other swimming pool operators in Castle Point to ensure future demand for swimming can be accommodated.
- ◀ Improve the breadth, depth and quality of performance management data collected (and shared) and the associated analysis of facility usage to inform future marketing, promotion, programming and pricing etc.
- ◀ Ensure that all school sports facilities continue to accommodate community use.
- ◀ Coordinate community access to, and the programming and pricing of, facilities (including schools) across the Borough within the public estate.
- ◀ Support other developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider community.
- ◀ Continue to work with local sports clubs to ensure facilities and workforce development programmes continue to meet the needs of all clubs
- ◀ Identify ongoing investment, maintenance and refurbishment requirements to protect and improve existing sports facilities

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VISION AND OBJECTIVES

Vision

“To make Castle Point a Borough with a diverse leisure and recreation provision which is accessible to all, encourages and promotes participation and healthy lifestyle choices, making a major contribution to a safe and healthy community.”

This builds upon the conclusions identified in the Assessment Report (April 2018) and Sport England’s recently released five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Castle Point can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud of. It is also vital to ensure that facilities support sport and physical activity programmes that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the Borough up until 2037.

Facility hierarchy and core principles

The site-by-site action plan which follow this section seeks to address key issues identified in the preceding Assessment Report. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement. It should be reviewed in the light of staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make.

In order to complete this, there is a need to clarify the sports facility provision within a hierarchy (identified below). This will enable Castle Point to establish specific venues with distinct roles and functions; the extent to which they carry differing levels of community importance, operational weight and related staffing.

It is important that facilities have a defined function from a user perspective. The hierarchy identified below considers whether facilities are Regional, Borough-wide and/or key community facilities. As such programmes of activity can be orchestrated to deliver physical activity geared to extended participation (hubs and spokes approach) and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports.

Broad principles are illustrated in Figure 1 overleaf, whilst key principles are as shown in Table 1.

It is worth noting that facilities identified to service very localised (and in particular rural) areas, are often valuable assets for a specific local area or community offering either a range of recreation/participation opportunities or, in some instances, offering beginner to performance opportunities.

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Figure 1 Facility hierarchy – core principles



Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Level 1: Regional or sub-regional facilities	- Provides a regional or sub-regional significant facility which is the primary performance venue for a single or select number of priority sports. - A venue with the potential to host sub-regional, county, borough-wide and local events. - Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across the whole of the Borough. - Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. - Is a core venue for training and development of teachers, coaches, volunteers, officials and others in key sports.
Level 2: Community Leisure facilities which service the Borough or local town population	- Contribute to quality of life of residents in the local community served and/or borough and provide a range of opportunities to participate in sport and physical activity. - Generally, a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality). - Is a venue with potential to host borough-wide, community/ local events - Provides a base for the provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. - One of several core venues offering health/fitness provision and activity across the Borough. - Core venue accommodating the Borough's Learn to Swim programmes (where a pool is incorporated).

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Designation	Role and function
	• Provides options for a range of sports organisations to participate, compete and develop skill within their chosen activity. • Supports voluntary sports sector to cater for club activity and raise standards in respect of coaching, coach education, administration and volunteer development in chosen sport. • Facility use should reflect the demographic profile of the local community. • If applicable, increases/ improves quality of PE and school sport opportunity for young people attending the school at which it is based.
Level 3: Community accessible schools	• Where within the vicinity of a 'community sports facility' it should complement the programming and opportunities offered to the local community. • Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity. • Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy. • Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity. • Facility use to reflect demographic profile of the local community.
Level 4: Local facilities	• Tend to be stand-alone small dry-side community/ sports facilities which operate independently. • Contributes to quality of life of residents within the locality providing a limited range of opportunities to participate in sport and physical activity. • Provides opportunities – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). • Programming generally appeals to a specific demographic e.g. young people or faith groups.

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Strategic objectives

The above vision is based upon a clear, achievable framework of strategic objectives to **protect, enhance and provide** and are summarised below.

Strategic Objective 1:

Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents, by using the agreed hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.

CPBC needs to protect the current stock of facilities. This will become increasingly difficult given the current swimming pool stock is over 40 years old. Despite recent investment, more swimming space is likely to be required throughout the Strategy period as the population increases. CPBC and partners will consider how to ensure that the Borough network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and wellbeing.

Strategic Objective 2:

Enhance the borough-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need

In delivering the above CPBC needs to consider how it will work with partners to:

- ◀ Ensure that the current stock of facilities (which has a proven need), remains open and accessible to the general public.
- ◀ Work through the Council's own management and other partners to develop a process that brings together as many operators of local sports facilities as possible.
- ◀ Develop an agreed approach and a Castle Point definition of community use which all partners sign up to and agree to implement. This will recognise the importance of well programmed community use and attracting people from older age groups into facilities.

In delivering this CPBC and partners will need to consider the following:

- ◀ How partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) relationships are developed and maintained with schools across the Borough.
- ◀ The development of strategic plans that take account of the increasing demand for facilities from the ageing population and how those facilities in the more rural locations can be accessed.

Strategic Objective 3:

Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Castle Point

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure

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facilities for the residents of Castle Point and enable the Council to meet its wider objectives. It considers Waterside Farm and Runnymede leisure centres as key facilities in the Borough. *Waterside Farm Leisure Centre* is the strategic sports facility in the Authority offering a 6-lane 25m swimming pool (plus a 13m learner pool), 6-court sports hall, three squash courts and a 80 station fitness facility. In 2013, the site was subject to a £6m investment which included upgrades to the sports hall, swimming pool and the health and fitness suite.

The indoor facilities are part of a wider sports complex which includes an outdoor full size 3G pitch, skate park and several grass football pitches.

Runnymede Leisure Centre: recently re-opened (2018) following a £1m investment. The facility offers a 6-lane swimming pool (plus a 12m learner pool) and a 70 station health and fitness facility. As with Waterside Farm Leisure Centre, the swimming pool is also very busy. It hosts Runnymede Swimming Club (25 hours pool time per week).

There is a high level of imported demand from neighbouring authorities for swimming, which equates to almost 40% of the total use. There is overall spare capacity in sports halls across the Authority; however, Waterside Farm operates at 100% utilisation. This is also the only facility which provides daytime use.

The recent facility investments in both Waterside Farm and Runnymede leisure centres bring the quality of facilities up to date and is likely to lead to additional demand in the near future in both swimming and sports hall activity. Potential population growth (and the increasing number of older people) is also likely to lead to increased demand for facilities during the day, particularly at Waterside Farm.

Consideration needs to be given to how CPBC continues to invest in these facilities, given their age. It is likely that there will be need for additional swimming provision within the lifespan of this strategy, given their age and the population growth in the area. Cross border collaboration is needed given the high level of imported demand for swimming facilities.

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MONITORING AND REVIEW

The Indoor and Built Facilities Strategy identifies the investment and actions required to deliver and maintain a high quality built facilities infrastructure for Castle Point.

It is important that the Strategy is a live document and is used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component which contribute to the quality of life in Castle Point.

Its production should be regarded as the start of the strategic planning process with a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic approach is adopted throughout its life.

It will be important for Castle Point Borough Council and its partners to develop a short (1-3 years), medium (3 – 5 years) and long term (up to 10 years) action plan based around the Strategy and for this to be monitored and reviewed on an annual basis. This process should not only be reviewed against a current action plan, it should also identify potential changes to supply and demand for facilities across the authorities. This is predicated upon the assumption that the Strategy is as much about how facilities are used as it relates to ensuring that the physical infrastructure is maintained and is of a good quality.

In particular the annual review process should include:

- ▶ A review of annual progress on the recommendations; taking into account any changes required to the priority of each action (e.g. the priority of some may increase following the delivery of others).
- ▶ Lessons learnt throughout the year.
- ▶ New facilities that may need to be taken into account.
- ▶ Any specific changes of use of key sites in the Borough (e.g. sport specific specialisms of sites, changes in availability, etc.).
- ▶ Any specific changes in demand at particular facilities and/or clubs in the area (e.g. reduction or increase in club numbers, new housing growth *etc.*).
- ▶ New formats of traditional sports that may need to be taken account of.
- ▶ Any new or emerging issues and opportunities.

The outcome of the review will be to develop a new annual and medium term action plan for indoor and built sports facilities across the Borough and feed into the wider South Essex Strategy.

Funding to implement the strategy

The Strategy has not addressed in detail how proposals and recommendations will be funded. An informed (and committed) combination mix of sources and solutions will be required to deliver the vision and ambitions of the strategy. These are likely to include:

- ▶ Judicious multi-partner revenue contributions at a level that can be justified and that will allow some form of longer term sustainability.
- ▶ Further development and implementation of individual districts' developer contributions process associated with the development of urban extensions.
- ▶ Use of capital receipts from land disposal, where applicable.

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- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of any future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ Third party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

Developer contributions

For any application warranting a developer contribution Appendix 1 sets out a toolkit (process) which should be followed in order to help inform the potential needs a new housing development may require and/or should look to consider, with regard to indoor and built facilities

Castle Point Council Corporate Plan: Turning Opportunities in Reality (2016).

As identified and amplified in detail in the Castle Point's Needs Assessment 2018 Castle Point's Corporate Strategy is committed to reducing social inequality, improving the health of its communities and developing the economy through partnership working with other agencies to enable greater participation in decision making.

To improve the health of its communities, a key strategy objective aims to facilitate the further development of social, recreational and sporting opportunities for local residents. To achieve this, the Local Authority is dedicated to providing good quality health and fitness facilities.

The actions identified below will continue to support these and other key objectives of the Council.

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ACTION PLAN

Management and programming

The following actions are relative to the overall management and programming of key facilities in Castle Point. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access). Short term- 1-2 years; medium 3-5 years; Long term 5-10 years.

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Borough wide programming Enhance	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	Consider current programming across the Borough. Define the role of each facility within the wider community use offer across Borough. Develop a site by site action plan for improving programming across the Borough.	Short	Schools, leisure centres & village halls / community centres	High
Community use agreements Enhance	Increasing the availability of the current stock of sports halls to more sections of the community.	Taking account of the requirement for additional sports hall space and the spare capacity currently identified on school sites, consider the issues schools face in trying to accommodate more community use. This may include, for example, key holder access to specific sports groups. Resource needs to be allocated to securing access to school sites.	Short	Schools	High
Sports halls Enhance	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity.	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: - Designing in good access to new facilities. - Working with schools to accommodate community based organisations.	Short	Schools	Medium

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Swimming pools Protect and Enhance	Ensuring sufficient water space is available to current and future residents. Strategically programme water time for all residents.	- Consider the longer term investment requirements in swimming pools in line with increases in demand. - Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times. - Work with swimming clubs to maximise pool time in line with the most appropriate times for public swimming.	Short	CPBC, Public Health, Swim England, Sport England	High
Health and Fitness Enhance	Ensuring health and fitness activities are accessible to people living in the more rural areas of the Borough and that the facilities will meet the needs of the growing and ageing population.	- When reviewing Council owned leisure centres to ensure that equipment and activities are age appropriate for an increasingly ageing population. - Consider developing a range of outreach fitness programmes and activities within the more rural communities. - When refurbishing Council owned/managed stock <i>per se</i>, determine whether it is feasible to support smaller developments in community centres/village halls so that more people have access to such facilities alongside other activities.	Medium	CPBC, Parish and Town councils	High
Village halls / community centres Enhance	Understanding programming, availability and the quality of community facilities is a further challenge for the authority. These are generally small facilities which are spread throughout the Borough but which enable physical activity to be made accessible to those living in rural and harder to reach areas. If the programming of them is commensurate with the wider	- Ensure that there is sufficient outreach provision to target residents in rural areas (to get the inactive active and retain the already involved) with a view to using community and village halls as 'transition' facilities linked to mainstream membership programmes. - A commitment to understanding the sporting offer at these sites needs to be agreed. This should link to integrating/supporting community use of these into the wider Castle Point network.	Medium	CPBC, parish and town councils	Medium

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
	principles of this strategy then there can be an increase in physical activity via complementary programmes.	◀ The potential to start with sites already hosting activity is recommended.			
Incorporating local facilities into the broader activity portfolio Enhance	Develop an improved understanding of the importance of Level 4 facilities with regard to the physical activity offer.	◀ Identify a project coordinator to lead on this element of work. ◀ Review Level 4 facilities to see which are realistically able to increase physical activity in the context of current programmes, scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. ◀ Identify improvements to Level 4 facilities (ensuring that they are fit for purpose).	Medium	Active Essex, Parish Councils, community groups, private facilities	Medium

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Facility by facility action plan

Facility, level and objective	Management	Overview and Challenges	Actions	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Castle View School Level 3 (Protect and Enhance)	Education	The site, which has a 4-court sport hall, was not available for assessment. It is understood that it is available for community use. The key challenge is to understand the breadth and amount of community use.	- Work with the School to understand what activities are currently delivered and provide programming support to complement other sports delivered in the Borough. - Maintain the quality of the facility as it ages.	Castle View School	Medium	Medium
Deanes School Sports Centre Level 2 (Protect, Enhance)	Education (Challenger Multi-Academy Trust)	The site provides a multi sports offer, including a 3 court indoor tennis centre, two sports halls; (one 4-court hall and one 1-court) and a 25 station gym. Lack of investment will lead to deterioration of already below average facilities (sports halls and gym). The indoor tennis facility is rated above average. This is a key community sports venue with key clubs such as Cartwheels Gymnastics and Deanes Tennis Club located at the site. The main challenge is keeping the facility attractive for the wider population, particularly both sports halls.	- Continued investment in current facilities to maintain them to the best standard possible, particularly focusing on upgrading the sports hall roof, which was reported to be leaking. - Work with the Academy to ensure that its activity programme continues to complement that of other venues and CPBC sports development ambitions.	Deanes School (Challenger Multi-Academy Trust)	Short	High

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Facility, level and objective	Management	Overview and Challenges	Actions	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Seevic College Level 3 (Protect)	Education Seevic Palmer's Academy Trust	Located next to Runnymede Leisure Centre, this 4 court sports hall offers opportunities in badminton and indoor football. The key challenges for the site are to ensure that the facility continues to provide a range of sports for the community and is maintained as it ages.	- Work with the Academy and the Nuffield Trust to ensure that its activity programme continues to complement that of other venues and CPBC sports development ambitions. - Invest in ongoing maintenance of the hall.	Education Seevic Palmer's Academy	Long	Low
The Appleton School Level 3 (Protect and Enhance)	Benfleet Schools Academy Trust.	A multi-sport offer is provided at this site, through an above average 4 court sports hall and a below average swimming pool. Community use is good with the swimming pool hired out by a number of agencies for swimming lessons. The main challenge is the potential increased maintenance costs for the swimming pool due to its age.	- Continued investment in current facilities to maintain them to the best standard possible supporting both swimming and sports hall use. - The School should seek advice regarding long term investment/viability of the swimming pool and/or seek to invest any profits from swim lessons into the facility.	Academy Trust CPBC	Medium	High
The Cornelius Vermuyden School Level 3 (Protect and Enhance)	Skanska	The School has two sports halls; a 4-court and a 1-court both of which are rated above average. The challenge is to ensure that the facilities are maintained as they age.	- Work with the School to ensure that its activity programme continues to complement that of other venues and CPBC sports development ambitions. - Maintain the quality of the facility as it ages.	Academy Trust	Long	Low

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Facility, level and objective	Management	Overview and Challenges	Actions	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
The King John School Level 3 (Protect and Enhance)	Benfleet Schools Academy Trust.	The School has a 4-court sports hall. The site was unassessed as part of the audit, however, consultation with the Local Authority indicates that it is available for community use.	- Work with the School to understand what activities are currently delivered and provide programming support to complement other sports in the Borough. - Maintain the quality of the facility as it ages.	Academy Trust	Medium	Medium
Waterside Farm Leisure Centre Level 2 (Protect and Enhance)	CPBC	This strategic site operates at capacity in the swimming pools and sports halls. There is reported high import demand from neighbouring authorities. The key challenge is to ensure that the facility remains accessible for all whilst supporting local resident's needs. <u>The fitness suite has been extended by 201sqm since 2018 increasing the capacity at the site.</u> <u>New short mat bowls has been provided on the site offering indoor facilities for bowls.</u> <u>Three squash courts have been removed from the existing stock.</u>	- Continued investment in current facilities to maintain them to the best standard possible in the medium term. - Continue to maintain high level of participation in sport and physical activity and, if possible, widen the range of sports on offer within the facility. - Intelligent use of data to identify current and future resident needs reflect venue programming.	CPBC	Long	Medium

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Facility, level and objective	Management	Overview and Challenges	Actions	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Runnymede Leisure Centre Level 2 (Protect and Enhance)	CPBC	This pool also operates above capacity. The key challenge is to ensure that the facility remains accessible for all whilst supporting local resident's needs. <u>A new gym and two exercise studios have been created on site since 2018.</u>	- Continued investment in current facilities to maintain them to the best standard possible. - Intelligent use of data to identify current and future resident needs reflect venue programming. - Consideration re-programming classes to ensure increased participation.	CPBC	Long	Medium

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Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	There are no BE affiliated badminton clubs in Castle Point, No Strings recreational sessions are delivered at Waterside Farm Leisure centre. Pay and play opportunities are available at Seevic College and Deanes School. The challenge is to ensure that options for casual use remain accessible for local residents, both during the day and also in the evening. .	- Work with Badminton England to maintain and possibly increase the number of No Strings Sessions available to help drive up participation. - Identify local volunteers to continue to lead and drive increases in participation in badminton across the Borough.	BE/CPBC	Medium	Enhance
Gymnastics	Cartwheels Gymnastics Club is the only club in the Authority. It leases the small hall at Deanes Sports Centre. With a waiting list of c.200. It has the capacity to increase the number of sessions at the site, however, it lacks volunteers and coaches to deliver this. Recreational Gymnastics is also delivered at Waterside Farm Leisure Centre.	Support the Club, in partnership with British Gymnastics to assist with workforce development which will allow the Club to expand the number of sessions.	British Gymnastics/ local gymnastics clubs	Medium	Enhance
Netball	League netball is played outdoors in the Authority however, there is also a need to support training demand and recreational delivery within sports halls. Further details regarding competitive netball are presented in the Castle Point Playing Pitch Strategy	- Undertake regular consultation with netball clubs and work with respective sites to ensure courts remain accessible to accommodate training demand. - Maintain and possibly increase the number of Back to Netball sessions, whilst ensuring that pathways exist between these session and local clubs.	CPBC /England Netball	Medium to long	Enhance

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Swimming/ aquatic sports	Ensure the needs of aquatic activities and clubs as well as community users are satisfied via effective programming and pricing within the Authority's pools. Given the current demand on water space Authority Pools are uncomfortably full (over the ideal capacity of 70%) which will impact upon the quality of the experience of users. It will also limit their ability to increase levels of participation unless additional hours or facilities can be provided.	- Current capacity within swimming pools is limited mainly due to imported demand from neighbouring authorities. Maintain dialogue between the Local Authority, Swim England, different user groups and clubs to ensure that users' needs are considered in the context of the wider swimming programme. - Work with other pools in the area, such as school pools/Virgin Active to explore options to offer casual use at certain sites to alleviate capacity issues at the two main pools. - Consider replacement of either or both facilities within the lifespan of the Strategy	CPBC, Swim England and local groups.	Short	Enhance
Sailing	Club facilities at all three clubs are reported to be good, with recent investment made at Chapman Sands. The key challenge for the clubs is to increase membership numbers, particularly focusing on junior members.	Develop and maintain effective relationships between Schools, RYA and local clubs to ensure participatory programmes delivered by the clubs are publicised and supported.	Local Sailing clubs, RYA, CPBC,	Short	Enhance
Squash	Waterside Farm Leisure Centre offers community accessible squash, however, there is limited demand for the sport. Consultation indicates the courts are occasionally used for cycle spinning classes. <u>Three squash courts were removed from the stock at Waterside Leisure Centre due to limited demand. There is now no squash provision within the Borough.</u>	CPBC to work with England Squash and interested local volunteers to develop participatory programmes to increase utilisation of squash facilities. - There is need to identify local volunteers to lead and drive increases in participation in squash across the Borough <u>and links to facilities in neighbouring authorities.</u>	CPBC, and England Squash.	Short Long	Protect and Enhance Provide
Tennis	Deanes School is the only facility which offers indoor tennis facilities in the Borough.	Continue to work with the LTA, the anchor club (Deanes Tennis Club) and the School to	Deanes Tennis Club LTA, CPBC,	Short	Protect and Enhance

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
	The challenge is to ensure that programmes and court availability remain to allow participation to increase.	continue to offer a broad range of tennis programmes. ◀ Continue to evaluate and ensure the local community is engaged and that there is good transition from recreational play to the tennis club.			

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Appendix 1: Planning gain contribution toolkit

Introduction

The purpose of this toolkit is to ensure that planning gain contribution sought from an individual development is based on a tailored approach, using the robust evidence bases provided as part of the South Essex Overarching Strategy and Action Plan for indoor and built sports facilities. This will help to clearly justify the needs arising from the development and how they are to be met.

It provides a step by step guide which should be used by those stakeholders which are directly involved in negotiating developer contributions either local authority case officers or housing developers/planning consultants acting on their behalf.

The following processes should be followed in order to inform the potential additional demand that a new housing development generates. This sets out the process for indoor and built sports facilities.

There is also a checklist summary for the process which should be completed as evidence of working through each step. In terms of social sustainability, a series of questions to explore are provided with possible options to consider.

For all developments (regardless of size) developer contributions should be sought towards social, sport and open space facilities. Where a development may be considered too small to provide a contribution, consideration should be given to where a number of small developments may have a cumulative impact on the community infrastructure and refer to local planning policy.

In instances where a development may fall within two or more local authorities it is recommended that the demand from the more urban area or locally reflective area are applied in calculating the requirements. This is in order to reflect the on the ground use of provision in the context of its setting. If provision is to be provided on the outskirts of an urban settlement and therefore is to act as an extension of that settlement, it is justifiable to utilise the demand/standards most appropriate.

The suite of evidence documents making up the Overarching Strategy and Action Plan includes:

- ◀ Basildon Needs Assessment Report
- ◀ Basildon Sports Strategy
- ◀ Castle Point Needs Assessment Report
- ◀ Castle Point Sports Strategy
- ◀ Rochford Needs Assessment Report
- ◀ Rochford Sports Strategy
- ◀ Southend Needs Assessment Report
- ◀ Southend Sports Strategy

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Process

Step 1	Determine the key indoor sports facility requirement resulting from the development	Navigation
	The key tools to assess this are provided within Sport England's Sports Facility Calculator which is accessed via the Active Places Power website. https://www.activeplacespower.com/ This will enable you to determine the demand for sports halls, swimming pools and indoor bowls facilities that the new population from a development generates.	Access to the calculator is restricted and requires a username and password to be set up.

The individual local authorities IBF strategies provide an estimate of future demand for key indoor sports facilities based on population forecasts as a result of key housing growth areas. This key demand is translated into units of badminton courts, swimming pool lanes and indoor bowls rinks.

As the exact number of units are identified from specific housing developments then the Council will need to apply the household occupancy rate to this to determine the total population.

$$\text{Number of dwellings} \times \text{household occupancy rate}^1 = \text{associated population}$$

This is the population that is applied within the Sports Facilities Calculator (SFC) to determine the additional provision that is required to meet the additional demand.

The SFC is a modelling tool designed to assist local planning authorities to quantify how much additional demand is generated by increasing populations and new housing areas. The model has no spatial qualities or dimension and can only be used to estimate the facility needs for whole area populations. The model makes no reference to:

- ◀ Location of existing facilities compared to demand.
- ◀ Capacity and availability of facilities (i.e. opening hours, how well they are used)
- ◀ Cross boundary movements of demand.
- ◀ Travel networks and topography.
- ◀ The attractiveness of the existing facility network.

The SFC uses information that Sport England has gathered on who uses facilities and applies this to the population profile of the local area. This ensures that the calculations take on board the population profile (e.g. age, gender, etc) of the local area.

The SFC then turns this estimation of demand (visits per week) into the equivalent amount of facility which is needed to meet these visits. For swimming pools it uses 25m lane equivalents and for sports halls it uses the number of badminton courts.

Registration is required to access Active Places Power (APP) and therefore the SFC. If you are not already registered, you can register for free via the link under the login button on the APP homepage.

Please note the SFC is one tool and should not be used on its own to determine the need for sports facilities from a single development.

¹ National occupancy rate of 2.3 persons per household is used

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Step 2	Determine the other indoor sports and community facilities required as a result of the development	Navigation
	Use the Indoor Built Facilities Strategy to identify level of need that may be generated from new development(s) for indoor sporting provision not included within the SFC. This should also extend to community centre facilities within the area.	Indoor and built facilities strategy

There is no clear calculation of the requirements for other indoor sports provision and community centre facilities (not covered by SFC) as a result of a new housing development. In this instance, the Indoor and Built Sports Facilities Strategy should be used to determine the need for additional facilities within the area. This should take into account the requirement for other dedicated sports facilities if the Strategy identifies this. For example, in Southend there is a recognised need for more sports hall space and as such, a contribution towards this may be seen as a priority.

The Assessment Report (within the specific sections of the report) should identify the need for other provision within the area. This will be as a result of the consultation with specific clubs and organisations, facility operators and national governing bodies of sport. It will also take account of the size, scale and quality of existing provision in order to inform this. The type of facilities identified within the Assessment report is determined by the scope of the study which the Council commissions.

This will also be informed by how busy existing facilities are. As an example, if an existing leisure centre (adjacent to the new housing development) is fully programmed with high demand for space, it is unrealistic to expect this facility to accommodate the demand generated from the new development. Therefore, additional provision will be required.

Step 3	Demonstrate an understanding of what else the development generates demand for	Navigation
	Consideration also needs to be given to the other infrastructure that will be generated as a result of the development. As an example, this could include primary and secondary schools, health centres, library, etc. The key focus here is to determine where there may be duplication of facilities and where there may be opportunities for shared provision.	Consultation with other council services, partners and developers

In reality it will take a significantly large development to generate the requirement for a new stand-alone wet and dry leisure centre. Therefore, it is important to identify where other provision may be required as a result of the development in order to determine if this could replace or supplement the need to provide sports facilities or community facilities.

A key example of this is the requirement for primary and secondary school provision as a result of the development. A primary school will require a multi-purpose indoor hall, playground and playing field space to deliver its national curriculum requirements for PE. A secondary school will require at least a four court sports hall and playing field space in order to deliver its national curriculum requirements for PE.

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Therefore, further investigation should be undertaken to identify if the opportunity exists to ensure that community use of the school sports facilities can be guaranteed, thus minimising the potential duplication of facilities. In this instance the 'contribution' associated with the increased demand for sports facilities could be used to enhance the school provision to ensure it was appropriate for community use (e.g. extend fitness facilities, community access arrangements, etc.).

In relation to other service (e.g. library, health centre, etc) there is a need to consider how these could be co-located with alongside sports and community facilities, thus creating a community hub. This is a key driver for sports facilities in attracting users that might not otherwise use these types of facilities.

The financial, social and sporting benefits which can be achieved through development of strategic sites (also known as hub sites) are significant. Sport England provides further guidance on the development of community sports hubs at:

<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/>

Step 4	Consider if there are existing facilities within close proximity that could be enhanced or extended to accommodate increased demand.	Navigation
	Further investigation is required to determine if there is an existing facility that is close enough to the development site which, if extended /refurbished / remodelled could accommodate the increased demand generated from the new development.	Facility mapping within the Sports Facilities Assessment Report

Detailed analysis of facilities within the vicinity of the new development should be undertaken to assess the suitability of these facilities to accommodate the increased demand generated from the development. As an example the following information should be pulled together in order to determine if this is an appropriate solution to accommodate the increased demand:

Is the facility close enough to the development to accommodate the increased demand?

The quality of the facility.....does it need investment?

Is there capacity to accommodate increased demand....how well used is the facility?

Are there any restrictions in access to the facility?

Are there plans in place to maintain or refurbish the facility?

What type of activities are accommodated within the facility?

Are the current management arrangements appropriate to accommodate changes or increased demand at the facility?

Are there opportunities to co-locate other services alongside or within the facility?

In addition to the above it will also be important to assess the potential impact of the additional demand on clubs and organisations within the vicinity. As an example, some clubs and organisations may already be at capacity; therefore, there may be no capacity to accommodate increased demand within the existing infrastructure.

Step 5	Consider the design principles for new provision	Navigation
	The exact nature and location of provision associated with either onsite or off-site developments should be fully determined in	https://www.sportengland.org/facilities-planning/design-and-cost-guidance/

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	partnership with leisure and community specialists (e.g. NGBs, local authority, advisers, etc.) and community groups themselves.	planning/design-a cost-guidance/
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It is important to ensure that the design of new or extended facilities is in line with the needs of local clubs and organisations as well as relevant design guidance. It will be important that any design reflects best practice design guidance taking into account all the key considerations which will be relevant to each facility. As an example this will include aspects such as: health and safety, safeguarding, storage, sport specific design features, etc.).

Where an extension or refurbishment of an existing facility takes place it will be important to ensure that the local community is involved in that design. It will also be important to ensure that continuity of provision is also considered as clubs and organisations will need alternative accommodation during the construction period associated with a refurbishment or extension. This is important in ensuring these organisations continue to exist in the longer term.

The development of community hubs is a key focus for many organisations as the benefits derived from the co-location of facilities is often greater than from stand-alone facilities. Therefore, there is a need for developers and stakeholders to consider how different facilities may 'fit' together. As an example, this could include the following facilities which may be required as part of a development:

- ✦ Indoor and outdoor sports facilities
- ✦ Primary and Secondary schools
- ✦ Health centres and GP surgeries
- ✦ Library
- ✦ Early years provision.
- ✦ Community centre
- ✦ Children's play areas
- ✦ Allotments and community growing areas
- ✦ Local retail centres

The master plan for new developments need to consider the strategic location of facilities and the clustering and co-location of facilities in order to maximise the benefit for the local community.

There is also a need to ensure that the location of outdoor sports pitches and ancillary facilities are appropriately located in the context of indoor sports provision (if also being provided onsite) to ensure a cohesive approach to the whole sporting offer.

Step 6	Strategic pooling of financial contributions to deliver new provision	Navigation
	Consideration needs to be given to the multiple developments across the local authority or a combination of local authorities in order to determine if the combined increased demand is sufficient to warrant a contribution to a strategic leisure development.	Wider housing growth strategies.

If authorities consider each housing growth area in isolation then it is unlikely that there will be sufficient demand generated from a single development to warrant a new stand-alone leisure provision, especially swimming pools

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As such the council needs to consider how the cluster of housing developments within the local authority boundary, or relevant cross border area should make a contribution to strategic sport and leisure facilities. As discussed previously, this may be to provide new provision or to enhance existing in order that it can accommodate increased demand.

This in turn requires the Council and developer to consider the wider housing growth within the area which may also include that within a neighbouring authority. Where the combined increased demand generates the requirement for a strategic facility this should be pooled via developer contributions to a strategic development. However, it should be noted that the contribution may go towards a facility which is outside of the local authority boundary but reflects how people will live their lives within that specific development. A key example of this is in Southend where residents within the Rochford boundary will gravitate to Southend rather than using facilities within the authority's boundary.

In order to calculate the contribution from each housing development into a strategic leisure facility fund the Council should use the Sport England Sports Facilities Calculator. Using the population growth and process identified from stage 1 this will provide a basis for negotiation with developers on the contribution from each development.

<https://www.activeplacespower.com/>

<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>

Checklist summary

Prompt	Evidence	Navigation
Step 1: <i>Determine the indoor sports facility requirement resulting from the development</i>		https://www.activeplacespower.com/
Step 2: <i>Determine the other indoor sports and community facilities are required as a result of the development</i>		Indoor and built facilities strategy
Step 3: <i>Demonstrate an understanding of what else the development generates demand for</i>		Consultation with other council services, partners and developers)
Step 4: <i>Consider if there are existing facilities within close proximity that could be enhanced or extended to accommodate increased demand.</i>		Facility mapping within the Sports Facilities Assessment Report
Step 5: <i>Consider the design principles for new provision</i>		Consultation https://www.sportengland.org/facilities-planning/design-and-cost-guidance/
Step 6: <i>Strategic pooling of financial contributions to deliver new provision</i>		https://www.activeplacespower.com/ https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/