

UTTLESFORD DISTRICT COUNCIL INDOOR AND BUILT FACILITIES STRATEGY

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QUALITY, INTEGRITY, PROFESSIONALISM

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UTTLESFORD DISTRICT COUNCIL INDOOR & BUILT SPORTS FACILITIES STRATEGY

Glossary

ALS	Active Lives Survey
ANOG	Assessing Needs and Opportunities Guidance
UDC	Uttlesford District Council
IMD	Indices of Multiple Deprivation
KKP	Knight, Kavanagh & Page
LSP	Local Strategic Partnership
MYE	Mid Year Estimate
NGB	National Governing Body of Sport
NPPF	National Planning Policy Framework
ONS	Office for National Statistics
PFI	Private Finance Initiative
SE	Sport England
SWSC	Saffron Walden Swimming Club
UDC	Uttlesford District Council
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PART 1: INTRODUCTION

This is the Uttlesford Indoor and Built Facilities Strategy for the 15-year period 2018 – 2033. Recommendations are drawn from the Needs Assessment Report, which was researched and prepared between July – October 2018 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). The Assessment Report and Strategy have been prepared in accordance with Sport England’s ANOG (Assessing Needs and Opportunities - for Indoor and Outdoor Sports Facilities - Guidance) and in consultation with Uttlesford District Council (UDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Figure 1: Planning for Sport model



As illustrated, the model involves an assessment of needs, which informs the strategy for meeting those needs. This strategy then informs the development management process, which leads to the provision of facilities. The provision of facilities is then monitored and enhanced, which in turn informs the protection of existing facilities.

1.1 Purpose

Uttlesford has an aspiration and need to consider and make plans with regard to its facilities, particularly in the context of its emerging Local Plan and future growth needs of the area.

The focus of this Strategy is to provide clear direction to/for UDC and all its partners so that together they can plan and develop the more modern, efficient and sustainable range of community-based leisure, physical activity and sport facilities that the district requires. This will ensure that the evidence-based approach to review of existing sports and recreation facilities in Uttlesford and the assessment of district sporting and recreational needs (up to 2033 and beyond in relation to the proposed Garden Communities) lead to a clear strategy for the provision of sport and recreational facilities.

1.2 National strategic context

Sporting Future: A new strategy for an active nation (December 2015)

The Government’s strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.

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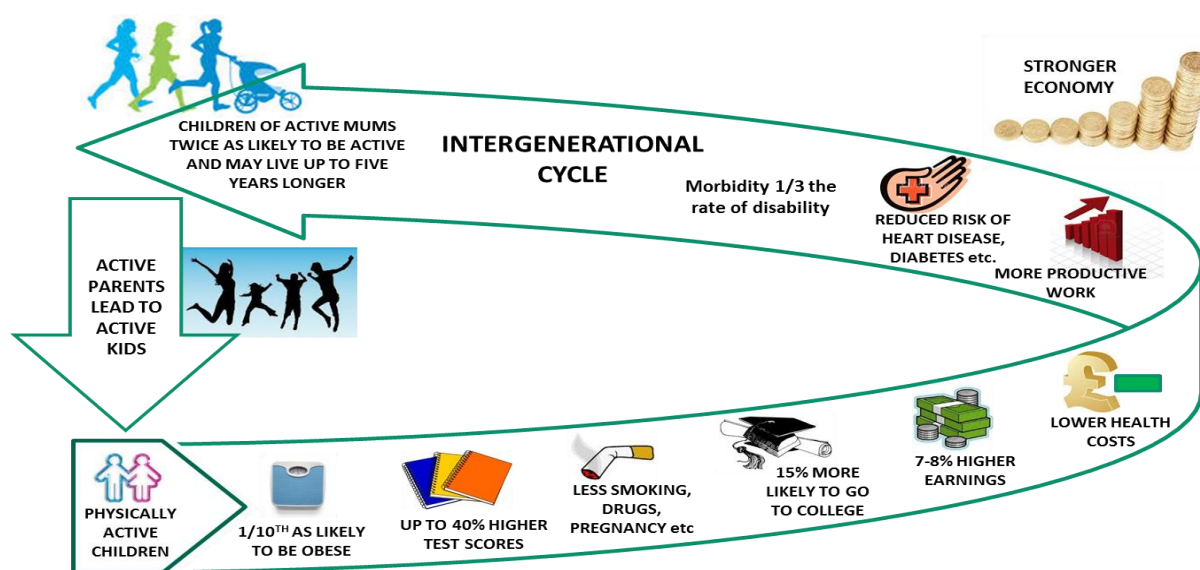
Sport England: Towards an Active Nation (2016)

In Sport England's strategic response to the Government it states that it will invest in:

- ◀ Tackling inactivity.
- ◀ Children and young people.
- ◀ Volunteering – a dual benefit.
- ◀ Taking sport and activity into the mass market
- ◀ Supporting sport's core market.
- ◀ Local delivery.
- ◀ Facilities.

Increasing participation in sport and physical activity and the health and wellbeing benefits delivered are key drivers for Sport England and partners. It places particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.

Figure 2: Intergenerational cycle



Based on 'Designed to move' © Nike Inc.

High quality, appropriate 'places to play sport and be physically active' are vital to increasing participation and this is part of the foundation for maintaining and improving health and wellbeing among Uttlesford- residents. It is not, however, sufficient just to have the right facilities in the right places, they must also be programmed and priced appropriately to ensure the activities delivered therein are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities but will, going forward, place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries. Its Strategic Facilities Fund is part of a portfolio of support and tools designed to strategically support the sector (local authority provision in particular). The Fund has been re-positioned within the Sport England strategy in order to help the sector to be effective in its investment decision-making. The focus is on delivering locally specified outcomes informed by customer insight based upon interventions (capital and revenue) which effect behaviour change in the target audience.

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1.3 Local strategic context summary:

Uttlesford District Corporate Plan 2018-2022

The District Council's Corporate Plan 2018 – 2022 clearly outlines the way the Council intends to co-operate: *Working together for the well-being of our community and to protect and enhance the unique character of the District.* Will engender a focus on the following priorities:

- ◀ Promoting thriving, safe and healthy communities.
- ◀ Protecting and enhancing heritage and character.
- ◀ Supporting sustainable growth.
- ◀ Maintaining a financially sound and effective Council.

Uttlesford Local Strategic Partnership (LSP) - Uttlesford Futures

The LSP bring partners together to help resolve community priorities and challenges, with a view to maximising effectiveness and sustainability. LSPs allow public bodies to work together on projects they would not be in a position to tackle on their own. One way in which Uttlesford's LSP does this is through the four working groups it has established address the four key local issues, these are:

- ◀ Children & Families Group.
- ◀ Community Safety Partnership.
- ◀ Employment, Economy, Skills, Environment and Transport (EESET) Group.
- ◀ Uttlesford Health & Wellbeing Board.

Local Plan

The new Uttlesford Local Plan will be part of the statutory planning framework for the District to 2033 guiding decisions on all aspects of development. It will set out how and where new homes, jobs, services and infrastructure are to be delivered and the type of places and environment that will be created.

Health and Wellbeing Strategy 2017-2022

The Uttlesford Health and Wellbeing Strategy (2017-2022) has been developed in partnership with members of the Uttlesford Health and Wellbeing Board. It presents a direction for the Council and partners to address an agreed set of five priorities, with a particular focus on preventative health. The vision is for all children, young people and adults in Uttlesford to be able to live healthy, fulfilling and long lives. The key priorities are:

- ◀ Priority 1: Reduce overweight and obesity.
- ◀ Priority 2: Increase physical activity for all.
- ◀ Priority 3: Enable people to age well in Uttlesford.
- ◀ Priority 4: Combat rural and social isolation.
- ◀ Priority 5: Combat winter pressures and fuel poverty.

PART 2: LOCAL AREA CONTEXT

2.1 About Uttlesford

Uttlesford is a district authority located in the north west corner of Essex. It borders Hertfordshire to the west and Cambridgeshire to the north. It is the largest district in Essex covering approximately 250 square miles and is mainly rural in character with two market towns (Saffron Walden and Great Dunmow) and 60 parishes.

It has a total population is 87,684 (2017 Mid-Year Estimate). Life expectancy in Uttlesford is higher than the national figure; the male rate is currently 82.5 compared to 79.6 for England, and the female equivalent is 85.2 compared to 83.2 nationally.¹ None of Uttlesford's population lives in areas classed as being in the five most deprived cohorts nationally. Conversely, 94.1% live in the three least deprived groupings.

Going forward there will be a continuous increase in the number and proportion of persons aged 65+. This age group represented 19.3% of Uttlesford's population in 2016 and is projected to be 25.8% of the total by 2033. This, along with other demographic change has the potential to place pressure on differing types of sporting, educational and cultural provision (facility and services). There may be a specific need to consider how sport and physical activity is planned and provided for different groups of people including 'current' older people and those who will move into this category during the lifetime of the Strategy.

Sport England' Active Lives Survey (ALS) illustrates that a significantly lower percentage of Uttlesford's population (21%) is inactive than the England (28%) and the Eastern Region (25%) averages. Further, a higher percentage is considered to be active (Uttlesford 65% compared with England; 62%).

Prior to the ALS, Sport England provided information via Active People Survey (2016-17). This made it possible to identify the top five sports within Uttlesford. As with many other areas, cycling and swimming are among the most popular and are known to cut across age groups and gender. In Uttlesford, nearly 12% of adults go cycling, on average, at least once a month. The next most popular activity is swimming which nearly 9% do on a relatively regular basis. The next three most popular sports are fitness and conditioning, athletics and keep fit classes.

2.2: House building and policy

The emerging Local Plan (to 2033) directs future growth for towns and the three new garden communities at North Uttlesford (north east of Great Chesterford), Eastern Park (west of Great Dunmow) and West of Braintree (east of Stebbing; most of this site is in Braintree District).

- ◀ North Uttlesford will deliver 5,000 new dwellings (1,925 by 2033).
- ◀ Easton Park will deliver 10,000 new dwellings (a minimum of 1,925 by 2033).
- ◀ West of Braintree will deliver 3,500 dwellings in Uttlesford (970 by 2033).
- ◀ Saffron Walden will deliver a minimum of 800 dwellings.
- ◀ Great Dunmow will deliver a minimum of 2,600 dwellings.

¹ Office of National Statistics: *Life Expectancy at Birth by local areas in the United Kingdom, 2013.*

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It is envisaged that all three of the emerging garden communities will have their own services, schools, medical centres and will be self-sustaining communities.

NHS Healthy New Town principles

NHS England established Healthy New Towns, a three-year programme, to look at how health and wellbeing can be planned and designed into new places. It brings together partners in housebuilding, local government, healthcare and local communities to demonstrate how to create places that offer people improved choices and chances to live a healthier life. The programme's three priorities are:

- ◀ Planning and designing a healthy built environment.
- ◀ Creating innovative models of healthcare.
- ◀ Encouraging strong and connected communities.

Putting Health into Place, to be published by NHS England in spring 2019, will set out national recommendations for change and provide practical tools for anyone involved in creating new places. NHS England is keen to see these principles adopted by garden cities and communities.

2.3 Planning policy

Revised National Planning Policy Framework (NPPF) 2018

The NPPF sets out planning policies for England and details how changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities. It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on the three themes of economic, social and environmentally sustainable development.

A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making, the NPPF states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

It is, essential that UDC, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider

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sport and physical activity aspirations of UDC and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

PART 3: VISION AND OBJECTIVES

3.1 Vision

“To provide accessible high-quality leisure and sports facilities in Uttlesford that encourage active lifestyles, increases levels of participation and helps improve health and wellbeing - now and in the future.”

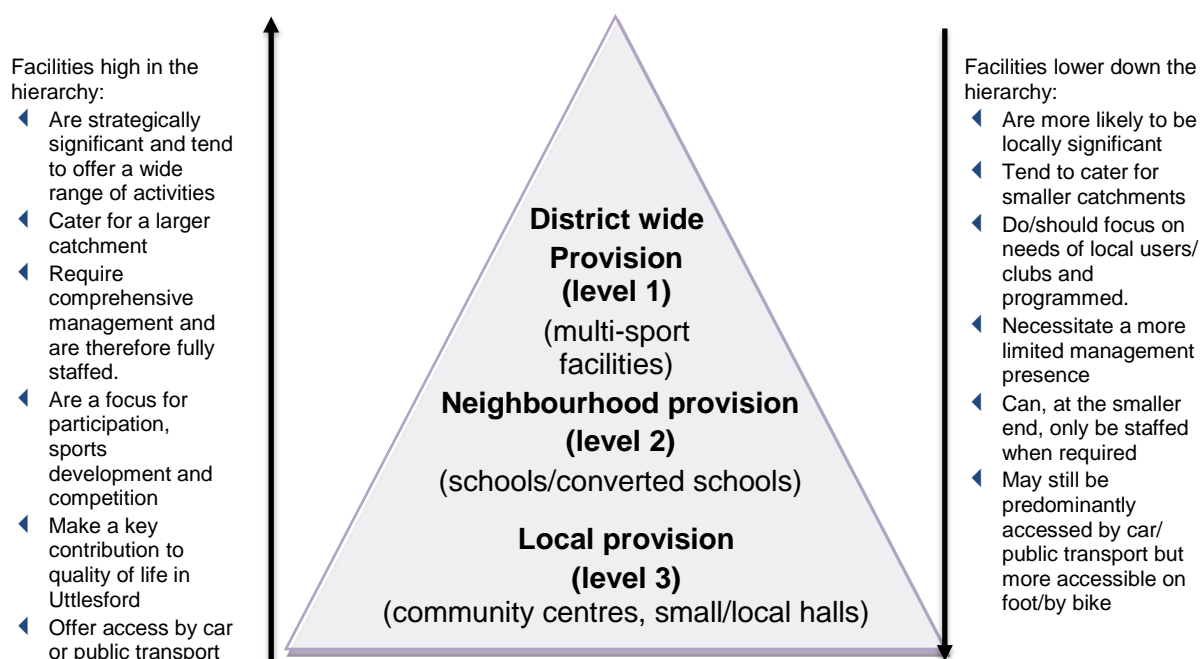
This builds upon the conclusions identified in the Assessment Report (November 2018) and Sport England’s five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups typically people from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

This strategy provides a framework within which a clear, coherent way forward for the provision, management and delivery of leisure and sports facilities in Uttlesford can be identified. The primary focus is to enable residents to gain access to leisure facilities which they are keen to use and of which they can be proud. It is vital to ensure that facilities support sport and physical activity programmes for the whole population. They must also stimulate and cater for increases in regular participation, taking account of projected demographic changes, the increased proportion of older people in the local population and the needs of the proposed garden communities in the District up until 2033.

3.2 Facility hierarchy and core principles

UDC and partners will consider how to ensure that the district 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 levels of participation in sport and physical activity and contribute to wider community health and wellbeing.

Figure 3: Facility hierarchy – core principles



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As such there is a need to clarify the sports facility hierarchy in Uttlesford establishing which specific venues have distinct roles and functions; the extent to which they carry differing levels of community significance, operational weight and related staffing.

It is important that facilities have a defined function from a user perspective. District-wide and key community facilities should deliver (as a primary function) orchestrated physical activity geared to extended participation and improving health whilst key neighbourhood facilities offer this too but are also places that offer clubs opportunities to develop and run their sports.

The broad thrust of policy is illustrated in Figure 3 above, whilst key principles are as set out in Table 1 below.

It is worth noting that facilities identified in local provision are generally smaller than those identified within the scope of this commission. They are, however, 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.

Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Key provision: district or county or sub-county significance	<ul style="list-style-type: none"> • A district or sub-county area significant facility and the primary performance venue for a single or select number of priority sports. • A venue with the potential to host county, district and local events and draw in people from surrounding rural areas. • A venue that 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 district residents. • A venue that provides and programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. • A core venue for training and development of teachers, coaches, volunteers, officials and others in key sports.
Dedicated provision: Education or multi sports hubs	<ul style="list-style-type: none"> • Contributes to quality of life of residents within the community and provides a range of opportunities to participate in sport and physical activity. • Generally, a combination of stand-alone community facilities and dual use sports facilities on school sites. • Venues with potential to host district or town-wide and local events. • Provides a base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. • Core venue for health and fitness activity in/across Uttlesford. • Core venue to accommodate Uttlesford's Learn to Swim (where a pool is available). • Provides options for a range of sports organisations to develop skills, participate and compete within their chosen activity. • Supports the voluntary sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport. • Use reflects demographic profile of the local community and draws in people from the more immediately adjacent rural areas. • Improves quality of PE and school sport opportunity for young people attending the school upon whose site it is based.

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Designation	Role and function
Local provision: Community centres and village halls	<ul style="list-style-type: none"> • Where this is within the vicinity of a 'community sports facility' it should seek to complement the programming and opportunities offered in/to the locality. • They tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings. • They contribute to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity. • They provide opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). • Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.

3.3 Strategic objectives

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

Strategic Objective 1:

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

UDC needs to protect its current facility stock and, with partners, consider how to ensure that the District network of leisure and sports facilities works to maximum benefit. Within this it must, where possible, ensure that each facility performs a specific role and function in the drive to increase participation in sport and physical activity thus contributing to wider community health and wellbeing.

Strategic Objective 2:

Enhance the district-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 UDC needs to consider how it will work with partners to:

- ◀ Ensure that the current stock of facilities (for which there is proven need), remains open and accessible to the general public.
- ◀ Work through the Council's leisure operator (1Life) and other partners to develop a process that brings together as many operators of local sports facilities as possible.
- ◀ Develop an agreed approach and an Uttlesford definition of community use to which all partners sign up and that they agree to implement. This will recognise the importance of well-programmed community use attracting people from older age groups into facilities.

In delivering this UDC 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 District.

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- ◀ How housing development, including the proposed new garden communities developments, can complement current and projected future demand for sport and physical activity.
- ◀ The development of strategic plans that take account of how increasing demand (and the need to cater effectively for) older people will affect facilities in the area and how facilities in ore rural locations can be better accessed and used.

Strategic Objective 3:

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

This document 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 facilities for the residents of Uttlesford and enable the Council to meet its wider objectives. It is based upon determining that Lord Butler Fitness & Leisure Centre is the key facility in the area but also acknowledges the importance of Great Dunmow Leisure Centre and the key role played by schools; Saffron Walden High School, in particular. Further, it considers how to address the issues created by recently closed facilities (the Walden School, Saffron Walden) or those which offer limited access (Carver Barracks to the south east of Saffron Walden). Details of specific actions can be found Section 6.

Lord Butler Leisure Centre: has a 4-court sports hall, a main and teaching pool, two squash courts and the largest health and fitness facility (72 stations) in the District. It was the first school/ community leisure centre to open under the jurisdiction of a PFI agreement in the country. Consequently, the quality of upkeep and maintenance of the venue is well-structured ensuring that a busy and well used facility, opened in 2002, remains in above average condition. At the end of the contract (2034) the facility will revert to local authority ownership.

This facility and this site are the most significant in the District. Its ability to make a major contribution to driving up levels of participation is limited due to its current popularity and the limited capacity allowed to adjust/amend programming due to the PFI agreement. Adjacent to the facility is Turpin's Indoor Bowls Centre and a significant skateboarding and BMX site.

PART 4: RESEARCH FINDINGS

The following is an overview of the strengths, weaknesses, opportunities and threats identified for Uttlesford within the Needs Assessment 2018. This takes account of sport and facility specific findings within the District including gap analysis and projected future demand. The issues and possibilities evaluated are reflected in the action plans found later in this document.

4.1: Strengths

- ◀ Indoor sports facilities are in generally good condition and are being well maintained. The PFI contract ensures that, for the main facility in the District maintenance and programming will be a known factor going forward.
- ◀ Netball and swimming are strong sports in the area.
- ◀ There is a good supply of squash courts.
- ◀ A number of larger sports clubs offer satellite sessions in the area including netball, trampolining and swimming.
- ◀ Gymnastics is also a strong sport.
- ◀ A good range of non-traditional sports is on offer including skating hockey, fencing and dodgeball.
- ◀ Community centres/village halls and dance studios offer a range of activities ensuring complementary opportunities in smaller more locally accessible venues.

4.2: Weaknesses

- ◀ Sports hall demand is high due to the number of sports which could be played outdoors being played indoors. This is, arguably, restricting the growth of indoor sports.
- ◀ There is high demand for gymnastics with limited opportunity to further develop the sport.
- ◀ Sport England's Facilities Planning Model reports an imbalance in the used capacity of sports halls. A number operate at an uncomfortably full level while others have significant capacity to accommodate more activity.
- ◀ The PFI contract at Lord Butler Fitness & Leisure Centre appears to limit flexibility, restrict programme development and not allow for different trends to be accommodated.
- ◀ There is undersupply of water space to accommodate future predicted population growth.
- ◀ There is undersupply of health and fitness provision to accommodate future growth.

4.3: Opportunities

- ◀ Current facility supply levels set against future population and housing growth necessitate and would viably justify additional sports hall, swimming and health and fitness facilities.
- ◀ The development of 3G/AGPs (outlined in the PPS) has potential to reduce present levels of outdoor sports use of indoor facilities. This could/should enable increased use by indoor sports clubs and programmes to develop indoor sports.
- ◀ Cross boundary planning with East Hertfordshire is important due to the import and export of people using sports facilities. This will also apply to Braintree with the development to the West of Braintree Garden Community.
- ◀ It would be of benefit to explore the opportunity to modify the building layout of Turpin's Indoor Bowls Club to enhance the offer and footfall at the centre.

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- ◀ The commitment of UDC to developing the garden communities may lead to increased S.106 monies being available to develop appropriate new sport/leisure facilities in the authority (minimum 6-lane pool, teaching pool, sports hall, health and fitness facilities).

4.4: Threats

- ◀ Due to the age of facilities, not investing in maintenance and refurbishment will lead to a reduction in their quality and capacity to service local demand.
- ◀ Turpin's Indoor Bowls Club is the only such provision in the area and/or within 30 minutes' drive; loss of this venue would leave a substantial gap.
- ◀ Not investing in 3G/AGPs will mean that the growth of indoor sports continues to be restricted by the high instance of outdoor sports playing indoors in winter months.
- ◀ Lord Butler Leisure Centre is a key multi-sport facility particularly in respect of water space supply. Continued investment is essential to retain its condition quality.
- ◀ Developing garden communities without investing in additional facilities will result in a significant shortfall relative to additional demand, particularly in Great Dunmow.

Summary

In summary, and reflecting UDC and partner policies and objectives, there is a need to:

- ◀ Ensure that UDC owned facilities make a progressively greater (and measured) contribution to the needs of all residents and are fully available to all District communities through targeted initiatives, facilities, programming and training.
- ◀ Continue to improve cross-agency strategic work across the District.
- ◀ Consider developing additional gymnastics provision to meet the high level of demand.
- ◀ Explore the opportunity to modify the building layout of Turpin's Indoor Bowls Club to enhance the quality of the offer and build footfall at the centre.
- ◀ Consider whether development at the former Walden School could provide additional swimming and indoor sports hall space. This should encompass looking to ensure that programming complements that at the Lord Butler Centre - rather than competing with it.
- ◀ (With specific reference to swimming) consider the impact of the garden communities in the south of the District and the potential mix of facilities which would provide financially viable and sustainable facilities to meet the needs of the local population in these areas.
- ◀ Consider whether an athletics facility located at Carver Barracks Carver could be brought into the public domain, given the potential decommissioning of the site by 2030.
- ◀ Challenge present PFI contract delivery to enable Lord Butler Centre to accommodate increases in participation, coordinate community access to, and the programming and pricing of, facilities (including schools) across the District within the public estate.
- ◀ Improve the breadth, depth and quality and analysis of performance management data collected (and shared) to inform future marketing, promotion, programming and pricing.
- ◀ Ensure that all school sports facilities continue to accommodate for community use.
- ◀ 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 that facilities and workforce development programmes meet their needs
- ◀ Identify and plan to meet ongoing investment, maintenance and refurbishment requirements to protect and improve existing sports facilities.

4.5: Planning

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The needs assessment and Strategy recommendations should be considered in any future policy making reviews and infrastructure delivery plans. It is important that Uttlesford, as the local planning authority, uses this to inform development of any new planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to provide and/or enhance appropriate indoor facilities.

4.6: Modern leisure centre development

Taking account of the potential increased demand for facilities it is pertinent to provide Uttlesford with a reference point in respect of what other local authorities are developing by way of sports facility networks. The majority are looking to develop fewer, better quality facilities and there is an emphasis on the location of, and travel connections to, venues. Most are looking to enhance the quality and affordability of the offer developing a more 'commercial' range of facilities alongside a wider range of health and wellbeing service providers.

The majority of new leisure centre developments are, thus, undertaken on the basis of rationalising one or more existing facilities and developing new larger, better quality venues which are more economic to operate. A new facility mix also normally enables operators to deliver revenue efficiencies (i.e. run at zero subsidy/better) to enable partial or full repayment of debt incurred related to the capital costs. A similar approach is often taken to facility refurbishment where increased income can offset annualised associated repayment costs.

Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ◀ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ◀ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ◀ Co-location with other service providers designed to enhance working relationships across 'civic' partners and improve service delivery to the community.

Table 2: Modern leisure facility considerations

Core facilities	Additional activity areas	Co-located services
<ul style="list-style-type: none"> • 6-lane 25 metre pool • Teaching pool) • Sports hall (various sizes)) • 80-150 station fitness suite • 1 x large group fitness studio • 1 x small group fitness studio • Catering hub 	<ul style="list-style-type: none"> • Floodlit 3G pitch • 5-a-side pitches. • Soft play • Spa facilities • Youth play facility (e.g. clip n' climb, interactive activity zones. • High ropes 	<ul style="list-style-type: none"> • Part of a school campus • Library • Health centre / GP surgery • Pharmacy • Police office • Council contact point • Meeting rooms
Benefits	Benefits	Benefits
Enables operators to provide services at minimal subsidy by: <ul style="list-style-type: none"> • Maximising income: H&F. • Maximising income: learn to swim. 	Enables operators to maximise income to offset operating cost by: <ul style="list-style-type: none"> • A more commercial approach to programming activity areas. 	Creation of community hubs enabling links with other services: <ul style="list-style-type: none"> • Offering a wider range of services under one roof.

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<ul style="list-style-type: none">• Offering community-based activity.• Offering health related fitness/swimming programmes• Being a meeting point/social venue for outdoor activities.	<ul style="list-style-type: none">• Capturing user data and cross selling core services.• Providing return on investment.	<ul style="list-style-type: none">• Reaching residents who would not otherwise use sports facility.• Targeting specific client groups with health and other partners.• Cross marketing/sharing data to address local needs.
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PART 5: STRATEGY DELIVERY

The Strategy is just round one of the process. There is a need for all partners to engage in ongoing dialogue, review and close partnership work to maintain the strategic approach throughout the delivery period.

5.1 Funding

The Strategy does not address in detail how proposals and recommendations will be funded. It is anticipated that a combination of sources and solutions will be required to deliver the Strategy vision and ambitions. These will include:

- ◀ Further development and implementation of the UDC developer contributions process.
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ 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 the Council's 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).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this is normally more expensive than prudential borrowing).

5.2: Developer contributions

The latest legislation covering Section 106 development contributions states that local authorities will only be able to pool a maximum of five secured Section 106 contributions to fund one specific infrastructure project. This mechanism allows local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent (further detail on how to estimate planning gain contributions can be found in Appendix 1).

5.3 Monitoring and review

This Strategy identifies the actions required to deliver and maintain high quality-built facilities infrastructure for Uttlesford for the period up until 2033. It is, thus, based on current known and planned facilities. It is important that it is used to prioritise investment and develop key work programmes and partnerships. Progress will need to be reviewed periodically especially after significant changes in provision. The strategy will inform the planning process in order to gain development related investment through S106 where need can be clearly evidenced.

UDC and partners need to develop a 3–5 year action plan and to monitor and review this annually to gauge progress against original objectives. This needs to accompany concurrent adjustment to the supply and demand equation for facilities in the area. This is, in part, proposed on the basis that the Strategy is about how facilities are used as well as ensuring that the infrastructure is of a good quality.

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The annual review process should include:

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

Uttlesford Council recognises the importance of its leisure facility stock to physical activity, health and wellbeing and is committed to its retention via the presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the District. There is also recognition that the area has the potential to grow significantly based upon the new garden communities.

The projected increase in the size of the population in the District is likely to lead to an increase in the number of people wishing to take part in sport and physical activity (potential customers of leisure facilities). The key issue is likely to be more to do with how the ageing population chooses to spend its leisure time; this may well lead to changes in demand for different activities. It is fair to assume that there will be increased demand for sports facilities and physical activity opportunity in areas where housebuilding is planned.

Although levels of deprivation (health and IMD) are relatively low level in Uttlesford, it is still important to ensure that the proportion of the population which is currently active remains so and that more of the presently inactive become active (sustaining and improving the general health of the local population). The development of garden communities may further alter the age and demographic profile of the local population, so it will become increasingly relevant that indoor and built facilities, and programmes of activity therein, are capable of adapting to such changes in demand and the variable needs associated with demographic change.

The principal opportunity/challenge for Uttlesford is to ensure that its stock of facilities is fit for the future. There is a need to balance the needs of the core market of sport and physical activity people already taking part, whilst ensuring that the growth of existing or new activities which meet the needs of a more diverse and ageing population is enabled.

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PART 6: STRATEGIC ACTION PLAN:

6.1 Management and programming

The following actions are relative to the overall management and programming of key facilities in Uttlesford. 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
District wide programming Enhance	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community. Establish a workforce development plan which aims to build capacity in sports clubs across the District.	<ul style="list-style-type: none"> ◀ Consider current programming across the District with a view to encouraging 'outdoor' sports to use outdoor facilities, thereby leading to more time available in sports halls for more traditional indoor sports. ◀ Define the role of each facility within the wider community use offer across District. ◀ Develop a site by site action plan for improving programming across the District. ◀ Work through established sports groups to help develop coaches and volunteers in the District to work in/on a range of sports. ◀ Consider how to deploy volunteers/coaches to best effect linking to increased sporting opportunity at school sites (which are currently underutilised) leading to a stronger and more sustainable club structure in the District. 	Short	UDC, 1Life, Active Uttlesford, NGBs and local schools	High

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Increase community use of education facilities Enhance	Market and promote the availability of the current stock of sports halls to more sections of the community.	<ul style="list-style-type: none"> ◀ Taking account of the current variable levels of community use of sports halls, consider the barriers schools face in attracting clubs to their facilities. ◀ On a site by site basis consider a strategic plan for developing a priority sport at each site. 	Short	Schools, Active Uttlesford, UDC, NGBs	High
Swimming pools Protect and enhance	Ensure that sufficient water space is available to current and future residents. Strategically programme water time for all residents.	<ul style="list-style-type: none"> ◀ Strategically programme water time for all residents to ensure that the public has sufficient access to pools at peak times (if necessary, challenge current PFI arrangements). ◀ Work with swimming clubs on pools programming to maximise their (efficient) access to pool time. 	Short	UDC, Public Health, 1Life, Swim England, swimming clubs.	High
Health and Fitness Protect and enhance	Continue to monitor the quantity and quality of health and fitness offer across the District. Ensure that the provision of health and fitness facilities is appropriate for older people in the District.	<ul style="list-style-type: none"> ◀ Continue to invest in Council-owned leisure centres to ensure quality of facilities remains high and appropriate for all residents. 	Medium	1Life, UDC	High
Squash Courts Protect	Retain current facilities to ensure the sport continues to thrive in the area.	<ul style="list-style-type: none"> ◀ Monitor and continue to invest in the quality of squash courts ensuring that they stay high quality, fit for purpose and continue to service the demand for the sport. 	Short	UDC, 1Life, SWSC England Squash & Racketball	Medium
Specialist facilities Enhance and provide	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> ◀ Work with the gymnastics and trampolining clubs to create a strategic plan geared to enabling them to identify and move into a dedicated facility (either self-managed or owned). Consider co-locating where the opportunity arises. 	Medium	UDC, SE, NGBs, gymnastics clubs	Medium

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
New facilities Provide	Commission a feasibility study to determine the best mix of sports facilities, location and management options for a new facility specifically designed to service the projected garden communities, particularly in the south of the District	<ul style="list-style-type: none"> ◀ Work with developers to ensure that sport and leisure facilities are 'front of mind' as the new garden communities evolve. ◀ Identify a range of sites which could/should be considered as potential locations. ◀ Undertake a site analysis and feasibility study to determine the scale, configuration and management arrangements for proposed facilities. 	Medium to Long	UDC	High
Incorporating village halls/ community centres into broader activity portfolio Level 3 Protect	Improve understanding of the importance of Level 3 facilities with regard to the physical activity offer.	<ul style="list-style-type: none"> ◀ Review Level 3 facilities to see which are realistically able to accommodate increased levels of activity in the context of scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. 	Medium	Parish councils, community groups, private facilities	Medium
Planning Protect, Enhance, and Provide	Recognise the importance of this study; ensure that recommendations are acted upon.	<ul style="list-style-type: none"> ◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant UDC strategies where appropriate. ◀ Develop priorities to assist UDC to identify developments that could be funded via developer contributions and other funding sources taking account of the proposed new garden communities. 	Medium	Planning & Leisure Team	High
Monitor and review	Keep the Facilities Strategy relevant and up to date.	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study annually. ◀ Undertake a complete review within 5 years of its adoption. 	Medium	UDC	High

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6.2 Indoor built facilities

The following actions relative to each of the District's key facilities is identified below:

Facility	Management	Overview and challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Lord Butler Fitness and Leisure Centre Level 1 Protect	1Life PFI contract	The largest sports facility in the District with a 4-court sports hall, 5-lane, 25m pool and teaching pool. A very busy venue with the largest health and fitness offer in the District The first PFI contract in the country. Facilities return to Council ownership in 2032. Facilities are well maintained. Unlikely to be able to address additional demand generated by the increased population projected by the Garden Community.	<ul style="list-style-type: none"> ◀ Maintain investment in venue to enable it to continue to cater for current demand. ◀ Consider amending the PFI contract to enable more flexible use of space, to enable increased participation. ◀ Work with partners to increase community use and consider complementary programming with other facilities in the area. 	1Life UDC	Medium	Medium
Great Dunmow Leisure Centre Level 1 Protect	Owned by the School; managed by 1Life	A significant facility in the south of the District with a 4-court sports hall of above average quality, 6-lane 25m pool and 55 station health and fitness. It is unlikely to be able to cope with projected demand following the development of the garden communities.	<ul style="list-style-type: none"> ◀ Maintain investment in the venue to allow it to continue to cater for current demand. ◀ Consider alterations to the PFI contract to enable more flexible use of space, thereby leading to increased participation. ◀ Work with partners to increase community use where possible. 	1Life UDC	Medium Short	Medium High
Dame Bradbury School Saffron Walden Level 2	Independent School In house	A 3-court sports hall which offers community use to a wide range of sports. It is the only district facility rated below average condition.	<ul style="list-style-type: none"> ◀ Source funding to improve the quality of the current facilities. ◀ Maintain the good relationship with the School which enables significant community use. 	School, clubs, Active Uttlesford	Long	Medium

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Facility	Management	Overview and challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Protect						
Felsted School Level 2 Protect and Enhance	Independent School In-house	This has two indoor sports halls (3 and 4 courts). Both halls are considered to be in above average condition. It has a 4 lane 23m pool in below average condition plus a small health and fitness facility	<ul style="list-style-type: none"> ◀ Maintain the current quality of the facilities and consider how to drive improvements in the quality of the pool. ◀ Maintain the good relationship with the School which enables significant community use. 	School, Active Uttlesford	Medium	High
Helena Romanes School and 6 th Form Great Dunmow Level 2 Protect	Academy- In house	This has an above average 4-court sports hall.	<ul style="list-style-type: none"> ◀ Maintain current facility quality. ◀ Maintain the good relationship with the School which enables significant community use. 	Helena Romanes, UDC	Medium	Medium
Turpin's Indoor Bowls Club Saffron Walden Level 2 Protect	Local Authority owned Club managed	Popular 6-rink indoor bowls centre located adjacent to the Lord Butler Centre.	<ul style="list-style-type: none"> ◀ Maintain the current facility quality. ◀ Develop a marketing plan to increase membership among women and harder to reach groups in the area. ◀ Invest in café to help increase opening times to encourage intergenerational usage of venue. 	Turpin Bowls Club UDC	Short	Medium

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Facility	Management	Overview and challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Saffron Walden County High Sports Centre Level 2 Protect and Enhance	School Inhouse	A 4-courts hall in above average condition, it offers a wide range of sports to the wider community.	<ul style="list-style-type: none"> ◀ Maintain the current quality of the facility. ◀ Maintain good relationship with the School which enables significant community use. 	School, Active Uttlesford, sports clubs	Medium	High
Mountfitchet Romeera LC Stansted Mountfitchet Level 2 Protect and Enhance	Academy- In house	Well-used 4-court sports hall. Relatively small health and fitness offer.	<ul style="list-style-type: none"> ◀ Academy should take measures to maintain current facility quality. ◀ If finance becomes available look to improve quality of changing rooms. ◀ Work with partners to increase community use of the sports hall. 	1Life, UDC	Medium	Medium
Carver Barracks Wimbish Level 2 Enhance	MOD	3-court sports hall and small fitness offer. Quality unknown but limited community use allowed. Athletics area	<ul style="list-style-type: none"> ◀ Maintain dialogue with MoD with a view to increasing community use in the short term. ◀ Engage in specific consultation about longer-term arrangements and possibility of managing MoD facilities when site is decommissioned (2030). 	MOD, UDC	Long	Low

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6.3: Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	<ul style="list-style-type: none"> ◀ Establish badminton as a key sport in the District. ◀ Deliver No Strings sessions providing for the wider community. ◀ Ensure recreational badminton is available and growing at other sports halls in the District 	<ul style="list-style-type: none"> ◀ When time becomes available in sports halls as re-programming is implemented, consider how to develop workforce to allow badminton to develop more fully across the District. ◀ Support development of No Strings sessions. 	County Badminton Association / 1Life/UDC/ Active Uttlesford	Medium	Enhance
Basketball	<ul style="list-style-type: none"> ◀ Ensure sufficient coaches/volunteers available to support development of basketball. ◀ Enable access to sports hall sites as and when 'outdoor sports' move outdoors. 	<ul style="list-style-type: none"> ◀ When time becomes available in sports halls as re-programming is implemented, consider how to develop workforce to allow basketball to develop more fully across the District. ◀ Support the development of recreational opportunities across the District. 	Schools/ 1Life/ Active Uttlesford	Medium	Enhance
Gymnastics	<ul style="list-style-type: none"> ◀ Bring gymnastics clubs together to develop efficient plan to increase participation in gymnastics and trampolining. ◀ Increase the number of volunteers and coaches in gymnastics to deal with the demand for the sport. ◀ Reduce waiting lists across all gymnastics clubs 	<ul style="list-style-type: none"> ◀ Support Cambridge Cangaroos to identify a facility which will accommodate a dedicated gymnastics and trampoline centre. ◀ Ensure that this leads to increased opportunity for and participation in recreational gymnastics. 	UDC/British Gymnastics/ local gymnastics clubs	Medium	Enhance
Netball	<ul style="list-style-type: none"> ◀ To support training and recreational delivery within sports halls. 	<ul style="list-style-type: none"> ◀ Undertake regular consultation with netball clubs; work with respective sites to ensure courts remain accessible to accommodate training needs ◀ Maintain/increase number of Back to Netball sessions, whilst ensuring that pathways exist between these session and local clubs. ◀ See PPS 2018 for further details. 	Active Uttlesford, UDC, England Netball	Medium to long	Enhance

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Swimming/ aquatic sports	<ul style="list-style-type: none"> ◀ Ensure the needs of different clubs, aquatic activities and community users are satisfied via effective programming and pricing at pools in the Authority's (check and challenge the PFI agreement) ◀ Plan to meet increased demand caused by projected growth in the District. Support the re-opening of Walden School swimming pool. 	<ul style="list-style-type: none"> ◀ Support developers who wish to re-open the swimming facility at the now closed Walden School. ◀ Ensure community use and complementary programming with Lord Butler are confirmed should the site re-open. ◀ Review pool programme at Lord Butler to ensure that all user needs are considered in the context of the wider swim offer at the pool. 	UDC, 1Life, developers.	Medium	Enhance and Re-provide

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Squash	<ul style="list-style-type: none"> Ensure squash remains a viable, popular sport with appropriate facilities. 	<ul style="list-style-type: none"> Work with club to ensure new members are welcomed and that participation is at least maintained. Maintain quality of current courts, whilst acknowledging that they may need to be used as a flexible space due to demand from other physical activities. 	UDC, and England Squash.	Short	Enhance
Indoor bowls	<ul style="list-style-type: none"> Ensure that indoor bowls continues to offer good quality opportunity to residents of the District. Consider diversifying the offer, through the café, to help drive footfall and centre financial viability.. 	<ul style="list-style-type: none"> Assess feasibility of altering the building to open the café to a wider audience, especially to the users of the skateboard park, located next to the centre. 	Turpin's Bowls Club, UDC. English Indoor Bowling Association.	Short	Enhance

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 Uttlesford Indoor and Built Facilities Strategy and Action Plan. 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. This will be most relevant to the proposed development of the three garden communities.

The suite of evidence documents which should be used to assess demand includes:

- ◀ Uttlesford Needs Assessment Report: November 2018
- ◀ Uttlesford Sports Strategy: December 2018

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Process

Step 1	Determine the key indoor sports facility requirement resulting from the development	Navigation
	<p>The key tools to assess this are provided within Sport England's Sports Facility Calculator which is accessed via the Active Places Power website.</p> <p>████████████████████</p> <p>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.</p>	<p>Access to the calculator is restricted and requires a username and password to be set up.</p>

The Uttlesford strategy provides 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.

$$\text{Number of dwellings} \times \text{household occupancy rate}^2 = \text{associated population}$$

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.

² National occupancy rate of 2.3 persons per household is used

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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.

Step 2	Determine the other indoor sports and community facilities required as a result of the development	Navigation
	<p>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.</p> <p>This should also extend to community centre facilities within the area.</p>	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.

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
	<p>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.</p> <p>The key focus here is to determine where there may be duplication of facilities and where there may be opportunities for shared provision.</p>	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 three 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:

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.

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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 partnership with leisure and community specialists (e.g. NGBs, local authority, advisers, etc.) and community groups themselves.	<div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div>

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.

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If the authority considers 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

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. An example of this could happen in the West of Braintree development with housing being developed in both local authority areas.

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.

[REDACTED]

Checklist summary

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

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