



**SOUTH ESSEX INDOOR BUILT FACILITIES STRATEGY**  
**SOUTHEND-ON-SEA STRATEGY & ACTION PLAN**  
**NOVEMBER 2018**

QUALITY, INTEGRITY, PROFESSIONALISM

**Knight, Kavanagh & Page Ltd**  
Company No: 9145032 (England)

MANAGEMENT CONSULTANTS

Registered Office: 1-2 Frecheville Court, off Knowsley Street, Bury BL9 0UF  
T: 0161 764 7040 E: [MAIL@KKP.CO.UK](mailto:MAIL@KKP.CO.UK) [www.kkp.co.uk](http://www.kkp.co.uk)





# **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND-ON-SEA STRATEGY AND ACTION PLAN**

---

## **CONTENTS:**

INTRODUCTION .....	1
RESEARCH FINDINGS .....	4
Strengths.....	4
Weaknesses.....	4
Opportunities.....	5
Threats .....	5
Summary.....	6
MONITORING AND REVIEW .....	7
Funding to implement the strategy.....	7
VISION AND OBJECTIVES .....	9
Facility hierarchy and core principles.....	9
STRATEGIC ACTION PLAN:.....	12
Management and programming.....	12
Indoor built facilities .....	17
Sport specific recommendations.....	22
Appendix 1: Planning gain contribution toolkit.....	26

# **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

# **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

## **INTRODUCTION**

This is the Southend-on-Sea Indoor Sports Facilities Strategy and Action Plan 2018-2037. It sits within the wider South Essex Framework which includes Basildon, Castle Point, Rochford, and Thurrock Councils for the same period of time. The strategy recommendations are Southend-on-Sea 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.

Southend-on-Sea 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 Southend-on-Sea requires.
- ◀ Present the objectives, priorities and recommendations for Southend-on-Sea 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 Southend-on-Sea officers and all other stakeholders for their contribution, experience and knowledge in the development of this Strategy.

### ***Partners***

This is a plan for Southend-on-Sea. 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 Southend-on-Sea in particular, and the wider South Essex sub-region.

# **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

## **Local Context**

Southend-on-Sea Borough Council (SBC) is a unitary authority within the County of Essex bordered by Rochford and Castle Point. Southend-on-Sea is in the Thames Estuary, 40 miles east of central London, with seven miles of coastline. The Borough contains a number of settlements, including Leigh-on-Sea, Eastwood, Westcliff-on-Sea, Southend Central Area, Thorpe Bay and Shoeburyness. Southend remains a popular seaside resort which has attractions such as the longest pleasure pier in the world (1.34 miles in length), The Cliff Lift (a century old funicular), the new lagoon and numerous beaches and parks.

The strategic road network within the authority includes the A13 and the A127. The A13 connects Southend to Tilbury and London, as well as connecting to the M25; the A127 provides links to Basildon and Romford, as well as providing access to the M25. Within Southend Borough, the A13 is a single carriageway local route, whereas the A127 is primarily dual carriageway. Southend-on-Sea also has a regional airport (London Southend Airport) providing national and international flights.

The total population of the Borough is 179,800 (mid-year estimate 2016) with a slightly higher percentage of females to males (52%: 48% respectively). Southend experiences slightly higher levels of deprivation than many other parts of the country. Nearly four in ten (38.6%) of the Borough's population falls within the areas covered by the country's three most deprived cohorts compared to a national average of 30%. Conversely, 23.2% live in the three least deprived groupings in the country, this compares to a 'norm' of c.30%. Southend compares better for health deprivation than multiple deprivation. Just over one quarter (26.7%) falls within areas covered by the three most deprived cohorts, when compared to the national average of 30%. Areas of health deprivation are located mainly in the south, centred on the town of Southend-on-Sea.

The projected increase in the population and age profile in Southend-on Sea will place increasing pressure on a range of services. The proportion of people aged 65+ is expected to increase by 57.3% by 2037. While the age group represented 18.9% of Southend-on-Sea's population in 2014 it is projected to be 25.0% of the total by 2037.

According to the 2011 Census, the largest proportion (91.6%) 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 3.7% which is markedly lower than the national equivalent (7.8%).

SBC's Core Strategy Policy CP8: Dwelling Provision makes provision for 6,500 net additional dwellings in the period from 2001 to 2021; an average of 325 per year. The South Essex Strategic Housing Market Assessment (SHMA) was produced in 2008 and assessed in detail; demographic and economic trends and affordable housing needs for the Borough and the wider South Essex area. The latest addendum to the South Essex SHMA (May 2017) calculates that Southend will require 1,072 new dwellings per year from 2014 to 2037. The SHMA 2017 addendum calculation is significantly higher than the adopted Southend Core Strategy requirement of 325 dpa.

Sport England Active Lives incorporates a broader definition of sport and physical activity including walking, cycling for travel and dance. Its 2015-16 survey identifies that 25.6% of adults aged 16+ in Southend are completing less than 30 minutes moderate intensity activity per week. This is slightly higher than the regional figure of 25.3% and national average;

## **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

25.5%. A further, 60.7% of adults were recorded as being 'active' or undertaking more than 150 minutes of moderate intensity activity per week. This is commensurate with both regional (59.9%) and national (62.4%) averages.

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 the 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.

# SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

---

## RESEARCH FINDINGS

The following is an overview of the strengths, weaknesses, opportunities and threats identified in Southend-on-Sea within the Needs Assessment 2018.

### Strengths

- ◀ Southend has a good range of indoor facilities that cater for recreational through to regional level performance in sports including tennis, indoor bowls, diving, swimming, futsal, basketball, badminton, gymnastics and volleyball.
- ◀ A number of facilities have benefited from regular (and in one or two instances) frequent investment in refurbishment.
- ◀ A new sports hall is being built at Southchurch High School, which will reportedly, offer community use.
- ◀ Sports halls are generally in good condition with 96% of the population able to access them within a 20-minute walk.
- ◀ The sports halls are programmed to cater for an unusually wide range of indoor sports and activities and those that are made available to the community are very well utilised.
- ◀ Southend Leisure & Tennis Centre also offers pay and play opportunities for more specialist sports such as tennis.
- ◀ The health and fitness market has mainly good and above average quality of provision. Southend is well provided for, with low cost budget to high end gyms which are able to meet the needs of all residents.
- ◀ Swimming pools are well used and operate above Sport England's comfort benchmark rating.
- ◀ Smaller pools offer good access to community clubs and for swimming lessons.
- ◀ The diving pool at Southend Leisure and Tennis Centre is an asset to the area – in tandem with onsite dry training provision it enables introductory opportunity through to provision for performance divers.
- ◀ The two good quality indoor bowls venues are in good condition and satisfy existing demand.
- ◀ The four sailing clubs in the Borough are all well-appointed and three have recently benefitted from significant investment in their facilities.
- ◀ The squash offer (17 courts) is good; two sites have recently invested to improve court quality.
- ◀ Active Southend delivers a commendable range of health and wellbeing activities at outdoor and indoor sites in the area.
- ◀ Gymnastics and trampolining are in high demand. A new gymnastics club opened in January 2018 and is already operating a waiting list.
- ◀ There are a large number of community/small halls in the area with 94.6% of Southend population living within 800m of a facility.
- ◀ Watersports are popular in the area.

### Weaknesses

- ◀ SBC has a limited direct influence over the programming of facilities particularly in schools and two four court sports halls at schools currently offer no community use.
- ◀ Available sports hall; supply is low at 3.9 courts per 10,000 residents.
- ◀ There is an under supply of water space and the FPM calculates this to be equivalent to 9.3 lanes of a 25m pool. The fact that pools operate above the SE comfort benchmark and the large level of latent demand (at 17,000 people) leaves the Borough with a



# SOUTH ESSEX INDOOR BUILT FACILITIES

## SOUTHEND STRATEGY AND ACTION PLAN

---

substantial immediate swimming pool shortfall and when projecting forward to 2037. The unmet demand will rise in areas of higher house building and provision for any new swimming facility will need to take account of this.

- ◀ Limitations to pool space and peak time access are restricting swim programmes.
- ◀ Some of the pool stock is ageing and, directly linked to this, Shoeburyness Leisure Centre is rated as below average in quality.
- ◀ Pay and play squash opportunity is limited; only one facility (two courts) is accessible without a monthly/ annual membership.
- ◀ Gymnastics and trampolining capacity is already overstretched.
- ◀ No venue offers regular casual 'pay and play' opportunity for sailing and water sports; all such activity is delivered via members clubs.
- ◀ The capacity and potential expansion of clubs catering for basketball, netball, badminton and futsal are all being restricted by the availability and cost of indoor sports hall space in the Authority.
- ◀ Some sports are being forced to take their training session and matches to venues outside Southend borough, arguably, limiting opportunity to borough based young people. (futsal and netball).
- ◀ The facility based restricted capacity of what are some very strong clubs in the locality means that the value of work undertaken by Active Southend in the context of transitioning interested young people into the club system is being limited by the inability of clubs to expand.
- ◀ Some of these clubs are making extensive provision for boys and very little for girls; should the emphasis shift and more be done to drive girls' basketball and futsal for example, pressure on indoor space would increase even more.

### Opportunities

- ◀ There is significant latent demand for swimming, adding existing swimming club and lesson based demand to this would indicate that there would be substantial demand for additional swimming pool provision (and investment in the quality of existing stock).
- ◀ There is demand for more gymnastics provision in the area.
- ◀ Increased indoor sports hall capacity in particular, would enable the Borough's strong clubs to cater for more and a wider range of local young people.
- ◀ There is a particular need to gain some level of community access to the two schools at which none is presently available.
- ◀ Consider whether the present situation represents an opportunity to pursue a coherent policy in respect of, for example, enabling affordable key-holder access to school sites.
- ◀ Access to village and community halls is presently under-exploited.

### Threats

- ◀ The cost and inability to access halls at peak times may increasingly push clubs out of the Borough and into neighbouring authorities (although there is strong interconnectivity between authorities).
- ◀ An influx of low cost budget health and fitness operators could affect the financial viability of some current providers.
- ◀ Swimming pools condition is likely to deteriorate further if they are not invested in.
- ◀ The demand for more water space and the current lack of opportunity to further expand swimming programmes is limiting club development.
- ◀ A continuation of SBC's limited influence on educational sporting facilities will result in it not achieving maximum benefit in terms of wider health and wellbeing.

## **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

- ◀ Should access to the smaller pools (currently offering club sessions and swimming lessons) be reduced, the impact on overall access will be significant.
- ◀ Should the performance diving programme continue to be pressured out of the teaching/diving pool at Southend Leisure & Tennis Centre diving performance may be adversely affected.
- ◀ Sports that require smaller flexible spaces (e.g. table tennis) are at risk of being further 'squeezed out' as a result of the pressure on existing accessible affordable sports hall space.
- ◀ Without investment the condition of the joint use sites may deteriorate further.

### **Summary**

All of the above strengths, weaknesses, opportunities and threats take account of policy priorities of the Council and partners. These are identified within the Needs Assessment. Key strategic recommendations therefore include to:

- ◀ Continue to work across a range of agencies including Public Health and Active Southend to support the progress being made in respect of all aspects of increasing physical activity and sport.
- ◀ 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 are made fully available for community use, particularly the two schools which do not currently offer community use (through binding and appropriate community use agreements).
- ◀ Coordinate community access to, and the programming and pricing of, facilities (including schools) across the Borough within the public estate.
- ◀ Work with and through partners to identify whether it is feasible to build facilities which will house additional swimming provision. Although the current stock is in good condition, there is a shortfall of water space which will be exacerbated by increases in population by 2037.
- ◀ Ensure that any new swimming provision is complemented by high quality health and fitness provision. Not only are 'working out' and fitness classes popular, but membership revenue is essential to income generation, which in turn underpins the business model, potentially eliminating the need for revenue subsidy.
- ◀ Consideration should also be given to whether other complementary services can be hosted within any new build facilities (e.g. library, health facility, etc).
- ◀ Support other developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider community (e.g., table tennis, basketball, netball, gymnastics and badminton).
- ◀ Continue to work with local sports clubs to ensure facilities and workforce development programmes meet the needs of all clubs. With the Authority hosting a number of nationally recognised sports clubs, it is important that they have good access to facilities supported by a growing workforce.
- ◀ Ensure that SBC owned facilities make a progressively greater (and measured) contribution to reducing health inequalities and are fully accessible from all the Borough's communities through targeted initiatives, facilities, programming and training.
- ◀ Co-ordinate the understanding of activities in village halls and community centres with a view to extending physical activity to more local communities.
- ◀ Identify ongoing investment, maintenance and refurbishment requirements to protect and improve existing sports facilities

# SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

---

## 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 Southend-on-Sea.

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 Southend 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.

## **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

- ◀ 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

# SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

---

## VISION AND OBJECTIVES

Below is Southend-on-Sea's vision for its sport and leisure provision. It sets out the vision and objectives for the period 2017-2037.

*'For Southend-on-Sea to be a healthy, active Borough; making participation in an active healthy lifestyle the social norm for people who live and work in Southend-on-Sea, particularly for under-represented and inactive groups'.*

To achieve this vision, the Council sets out the following strategic aims:

- ◀ To reduce inactivity and increase participation in physical activity for everyone, giving priority to the more inactive populations and to look at more ways for people in Southend-on-Sea to be more active more often at work, at home and during leisure time.
- ◀ To improve marketing and communications about physical activity and to increase the knowledge, awareness and understanding of people of all ages in Southend-on-Sea about the health benefits of physical activity, and where and how to be active.
- ◀ To promote the built and natural environment and its contribution to supporting people to be more active in daily life, promoting facilities and the active travel network that enhance opportunities for people to get and stay active.
- ◀ To work collaboratively with a wide range of partners, including statutory organisations, businesses, the third sector and community groups, to help people to be more active, strengthening partnership working and making effective use of combined resources.

## 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.

This will be enhanced by clarifying the sports facility provision within a hierarchy (identified below). This will enable Southend 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.

# SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Figure 1 Facility hierarchy – core principles

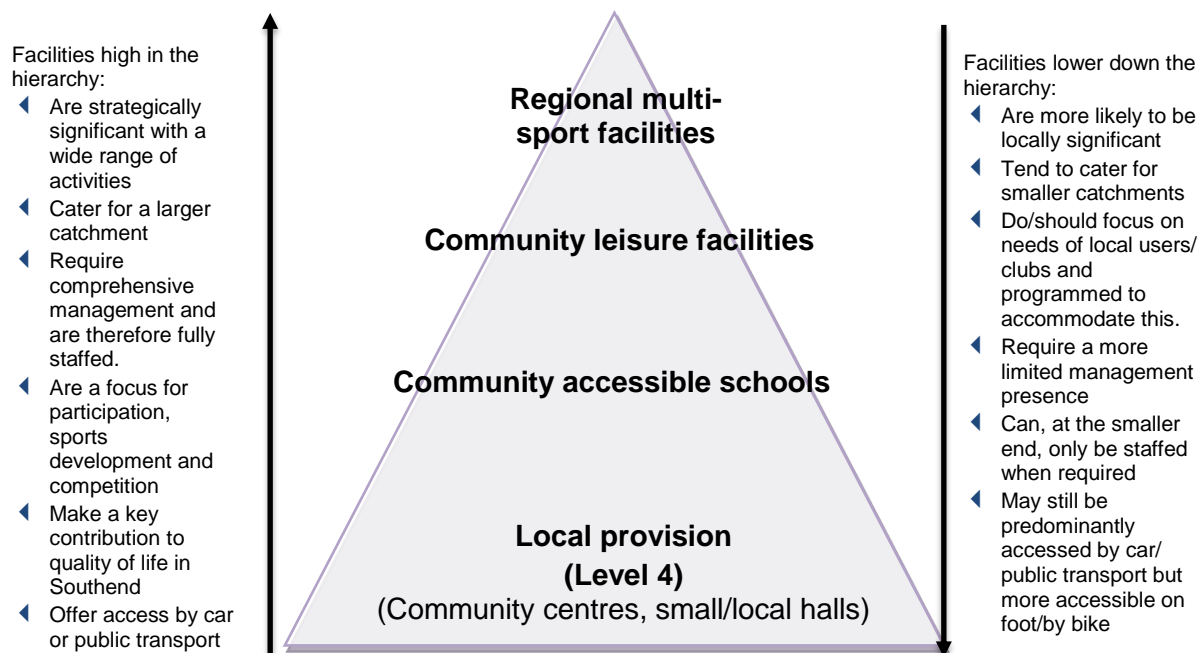


Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Level 1: Regional or sub-regional facilities	<ul style="list-style-type: none"> <li>Provides a regional or sub-regional significant facility which is the primary performance venue for a single or select number of priority sports.</li> <li>A venue with the potential to host sub-regional, county, borough-wide and local events.</li> <li>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.</li> <li>Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level.</li> <li>Is a core venue for training and development of teachers, coaches, volunteers, officials and others in key sports.</li> </ul>
Level 2: Community Leisure facilities which service the Borough or local town population	<ul style="list-style-type: none"> <li>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.</li> <li>Generally, a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality).</li> <li>Is a venue with potential to host borough-wide, community/ local events</li> <li>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.</li> <li>One of several core venues offering health/fitness provision and activity across the Borough.</li> <li>Core venue accommodating the Borough’s Learn to Swim programmes (where a pool is incorporated).</li> <li>Provides options for a range of sports organisations to participate, compete and develop skill within their chosen activity.</li> <li>Supports voluntary sports sector to cater for club activity and raise standards</li> </ul>

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Designation	Role and function
	<p>in respect of coaching, coach education, administration and volunteer development in chosen sport.</p> <ul style="list-style-type: none"> <li>• Facility use should reflect the demographic profile of the local community.</li> <li>• If applicable, increases/ improves quality of PE and school sport opportunity for young people attending the school at which it is based.</li> </ul>
Level 3: Community accessible schools	<ul style="list-style-type: none"> <li>• Where within the vicinity of a 'community sports facility' it should complement the programming and opportunities offered to the local community.</li> <li>• Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity.</li> <li>• Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy.</li> <li>• Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity.</li> <li>• Facility use to reflect demographic profile of the local community.</li> </ul>
Level 4: Local facilities	<ul style="list-style-type: none"> <li>• Tend to be stand-alone small dry-side community/ sports facilities which operate independently.</li> <li>• Contributes to quality of life of residents within the locality providing a limited range of opportunities to participate in sport and physical activity.</li> <li>• Provides opportunities – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts).</li> <li>• Programming generally appeals to a specific demographic e.g. young people or faith groups.</li> </ul>

### Links to Southend Corporate Plan

As identified and amplified in detail in the Southend Needs Assessment 2018 SBC's Corporate Plan and Annual Report (2017) sets out the vision to create a better Southend. Strategy for Southend identifies its key objectives in relation to health and fitness are to actively promote healthy and active lifestyles for all. To achieve this, the Plan lists a number of actions, including continuing to implement policies set out in the Physical Activity Strategy and to introduce a Local Authority Childhood Obesity Action Plan. The actions identified below will continue to support these and other key objectives of the Council.

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

### STRATEGIC ACTION PLAN:

#### Management and programming

The following actions are relative to the overall management and programming of key facilities in Southend-on-Sea. 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  <b>Enhance</b>	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	<ul style="list-style-type: none"> <li>◀ Consider current programming across the Borough.</li> <li>◀ Define the role of each facility within the wider community use offer across Borough.</li> <li>◀ Develop a site by site action plan for improving programming across the Borough.</li> </ul>	Short	Schools, leisure centres & village halls / community centres	High
Community use agreements  <b>Enhance</b>	Ensure current Community Use Agreements are maintained. Explore the option of developing community use agreements with other school sites.	<ul style="list-style-type: none"> <li>◀ Regular dialogue with schools which have community use agreements to ensure pricing, programming and hours of availability are maintained.</li> <li>◀ Open dialogue with other schools/academy trusts to explore the opportunity to establish community use agreements.</li> </ul>	Short	Schools	High



## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
<p>Sports halls</p> <p><b>Provide</b></p>	<p>Monitor programming at sports hall sites to ensure the needs of the Authority's residents are accommodated.</p> <p>Identify potential maintenance funding options for schools as and when required.</p> <p>Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity.</p>	<ul style="list-style-type: none"> <li>◀ Regular consultation with users, and monitoring of data to ensure sports halls provides for the local community</li> <li>◀ On a site by site basis consider whether there are appropriate solutions to extending day time access.</li> <li>◀ Work with schools and Essex CC to identify funding opportunities, as and when required, to address maintenance issues at school sites.</li> </ul>	Short	Schools	Medium
<p>Swimming pools</p> <p><b>Enhance and Provide</b></p>	<p>Ensuring sufficient water space is available to current and future residents.</p> <p>Strategically programme water time for all residents.</p> <p>Consider conducting a feasibility study into the provision of additional water space in the authority.</p>	<ul style="list-style-type: none"> <li>◀ Continue to monitor participation and pool programmes with a view to increasing participation through strategic programming water time.</li> <li>◀ Work with the swimming clubs on pools programming to maximise their (efficient) access to pool time.</li> <li>◀ Identify potential partners and cross border agencies who it will be possible to work with to gain funding to develop a new swimming facility.</li> </ul>	Short	SBC, Public Health, leisure operators	High
<p>Health and Fitness</p> <p><b>Provide</b></p>	<p>Continue to ensure that health and fitness facilities remain accessible especially for hard to reach groups.</p>	<ul style="list-style-type: none"> <li>◀ When reviewing Council owned leisure centres to ensure accessibility and availability lead to increased use by residents from hard to reach groups in the Borough.</li> <li>◀ Continue to support outreach fitness programmes and activities within level 4 facilities and the more rural communities.</li> </ul>	Medium	SBC, Sport England leisure operator.	High

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Indoor Tennis <b>Provide</b>	Continue to support programme developments at the Southend Leisure & Tennis Centre. Continue to invest in the facility ensuring it remains fit for purpose.	<ul style="list-style-type: none"> <li>◀ Evaluate usage at the Southend Leisure &amp; Tennis Centre and consider whether access can be extended further.</li> <li>◀ Ensure that the community use agreement at David Lloyd is maximised.</li> <li>◀ Ensure residents from hard to reach areas have opportunity to use the facilities in the area.</li> <li>◀ Continue to invest in the Southend Leisure &amp; Tennis Centre to ensure quality is maintained and it remains fit for purpose.</li> </ul>	Long	SBC	Medium
Indoor Bowls <b>Provide</b>	Continue to support programmes that drive up participation. Ensure that facilities continue to remain fit for purpose and meet the needs of the population.	<ul style="list-style-type: none"> <li>◀ Ensure residents from hard to reach areas have opportunity to use the facilities in the area.</li> <li>◀ Support both clubs to consider an investment strategy for their respective facilities ensuring that they remain fit for purpose and viable.</li> </ul>	Medium	Clubs, SBC	Medium
Squash Courts <b>Provide</b>	Retain and maintain the current facilities to ensure the sport can continue to thrive in the area.	<ul style="list-style-type: none"> <li>◀ Monitor and continue to invest in the quality of squash courts ensuring they remain high quality, fit for purpose and continue to serve the demand for the sport.</li> <li>◀ Develop a workforce development plan so that the sport can become more self-sufficient in the longer term.</li> </ul>	Long	SBC, England Squash & Racketball	Medium
Sailing and water sports <b>Enhance</b>	The need to retain and maintain the current facilities to ensure the sport can continue to thrive and grow in the area. Support the growth and participation of water sports in the area.	<ul style="list-style-type: none"> <li>◀ Continue to invest and maintain the current club facilities to ensure they remain fit for purpose and meet the demands of the sport.</li> <li>◀ Monitor the growth of water sports participation and ensure the sports have access to appropriate facilities as the demand increases.</li> </ul>	Medium	SBC, NGBs, Clubs	Medium

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Dedicated specialist sports facilities  <b>Provide</b>	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> <li>◀ Work with the gymnastics and trampoline clubs to create a strategic plan geared to enabling them to cope with the level of demand.</li> <li>◀ Support clubs, where possible, to move to dedicated facilities which will be either self-managed (or owned). Consider co-locating where the opportunity arises.</li> </ul>	Medium	SBC, NGBs, gymnastics clubs	Medium
	Ensure the diving facilities are maintained. Ensure there is a balance in the programming of the diving pool between the diving programme and the learn to swim.	<ul style="list-style-type: none"> <li>◀ Continue to invest and maintain the diving facilities.</li> <li>◀ Monitor and evaluate the programming and ensure the needs of both the operator and the diving programme are met.</li> </ul>	Medium	SBC, Fusion Lifestyle, Diving Club, Swim England, Active Southend	High
Village halls / community centres  <b>Protect and Enhance</b>	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 more rural and harder to reach areas.  Develop an improved understanding of the importance of Level 4 facilities with regard to the physical activity offer.	<ul style="list-style-type: none"> <li>◀ Identify a project coordinator to lead on this element of work.</li> <li>◀ Review Level 4 facilities to see which are realistically able to increase physical activity in the context of scale, configuration, management arrangements and existing commitments.</li> <li>◀ Consider how they fit into the wider programming offer.</li> <li>◀ Identify improvements to Level 4 facilities (ensuring that they are fit for purpose).</li> </ul>	Medium	SBC, Active Essex, Active Southend, Parish Councils, private facilities.	Medium

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
<b>Planning</b>  <b>Protect, Enhance, and Provide</b>	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> <li>◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant SBC strategies where appropriate.</li> <li>◀ Develop priorities to assist SBC to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan.</li> </ul>	Medium	SBC Planning & Leisure Team	High
<b>Monitor and review</b>	Keeping the Facilities Strategy relevant and up to date.	<ul style="list-style-type: none"> <li>◀ Complete a light touch review of the study annually.</li> <li>◀ Undertake a complete review within 5 years of its implementation.</li> </ul>	Medium	SBC	High

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

### Indoor built facilities

Facility	Management	Overview and challenges	Actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
Belfairs Academy <b>Level 3</b>	In house	Opened in 2004, the 4-court sports hall is above average quality	<ul style="list-style-type: none"> <li>◀ Continued investment to retain the quality as it ages.</li> <li>◀ Continue to maximise community use.</li> </ul>	Academy	Medium	Medium
Chase Sports & Fitness Centre <b>Level 2</b>	Fusion Lifestyle	<p>Opened in 1994 the 4-court sports hall is below average due to limited investment and no refurbishment. (Planned investment into the lighting in April 2018 is likely to improve the quality of the hall.)</p> <p>This site is marked as a key sight for Badminton England.</p> <p>It also has a 21-station gym and studio which are below average in quality.</p>	<ul style="list-style-type: none"> <li>◀ Continue to invest and maintain the facility.</li> <li>◀ Continue to work with Badminton England to provide a wide range of programmes e.g. No strings badminton.</li> <li>◀ Continue to maximise community use at the facility.</li> <li>◀ Investment should be made into the small gym to improve the quality of the equipment.</li> </ul>	Fusion Lifestyle, SBC, BE, County Badminton Association	Medium	Medium
Southchurch High School <b>Level 2</b>	In house-academy	Opened in 1970, the 3-court sports hall is below average. It has never been refurbished. Plans for a new 4 court sports hall to be completed by November 2019 are in place. The old hall will then be demolished.	<ul style="list-style-type: none"> <li>◀ Develop a programme of maintenance which will keep the facility in good condition for as long as possible.</li> <li>◀ Develop a programme of community use which complements other activities and addresses demand for additional space in the Borough.</li> </ul>	School	Short	High

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Facility	Management	Overview and challenges	Actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
Shoeburyness Leisure Centre  <b>Level 2</b>	Fusion Lifestyle	Opened in 1997, the 4-court sports hall had a refurbishment in 2008. The 20m x 4 lane pool is rated as below average as is the 30 station health and fitness suite. The hall looks to be in good condition, however the basketball clubs report the floor has a number of “dead spots” affecting the rebound of the ball. Volleyball is also a key sport at the centre.	<ul style="list-style-type: none"> <li>◀ Prioritise the maintenance of the whole facility especially the ‘dead spots’ within the main hall.</li> <li>◀ Continue to support volleyball and basketball development at the site.</li> <li>◀ Work with the School to devise an investment strategy with a view to maintaining and investing in the swimming pool.</li> <li>◀ Investment should be made into the small gym to improve the quality of the equipment.</li> </ul>	SBC, Fusion Lifestyle Basketball and volleyball clubs	Medium	Medium
Southend High School for Boys  <b>Level 2</b>	In house-academy	This 5-court sports hall was opened in 2005 and is above average.	<ul style="list-style-type: none"> <li>◀ Continue to work with the School to ensure that the quality is maintained and that the facilities remain accessible for community use.</li> </ul>	School	Long	Medium
Southend High School for Girls  <b>Level 2</b>	In house-academy	This 4-court sports hall was opened in 2008 and is good quality.	<ul style="list-style-type: none"> <li>◀ Continue to work with the School to ensure that the quality is maintained and that the facilities remain accessible for community use.</li> </ul>	School	Long	Medium

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Facility	Management	Overview and challenges	Actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
Southend Leisure & Tennis Centre  <b>Level 1</b>	Local authority- Fusion Lifestyle	Built in 1996 and refurbished in 2005, this strategic site incorporates a wide range of facilities including 8-court sports hall, 3 swimming pools; an 8 lane 25mx15m, a 20mx17m diving pool and 10mx8m learner pool; changing facilities, dry and wet diving areas.  There are 4 indoor acrylic tennis courts and a 150-station gym which are classified as good quality.  The main challenge is to ensure that the facility is maintained and retains the quality and usage maximised to meet the needs of the current residents.	<ul style="list-style-type: none"> <li>◀ Continued investment in current facilities to maintain them to the best standard possible.</li> <li>◀ Continue to work with clubs to ensure that the sporting offer is of the highest standard and complements the facilities.</li> <li>◀ Continue to offer a full talent pathway (working with a range of NGBs) in a range of sports on offer at the facility.</li> </ul>	Fusion Lifestyle	Long	Medium
St Thomas More High School  <b>Level 2</b>	In house-academy	Opened in 1970, this 4-court sports hall was refurbished in 2010.  The futsal pitch marked out in the hall is not regulation size and failed a health and safety assessment due to metal bolts located at head height.	<ul style="list-style-type: none"> <li>◀ Look to support more sports accessing the facilities, including futsal, by making specific improvements to the facility (removing head height bolts).</li> <li>◀ Prioritise maintaining the quality of the sports hall and maximising its community use.</li> </ul>	School	Short	High

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Facility	Management	Overview and challenges	Actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
St. Bernards High School  <b>Level 2</b>	In house-academy	Opened in 2000, this 4-court sports hall is above average quality. The School allows community use of its activity hall (Westcliffe Trampoline Club) but not of its main sports hall.	<ul style="list-style-type: none"> <li>◀ Maintaining the quality of the sports hall by investing in an appropriate maintenance programme.</li> <li>◀ Explore the reasons for not allowing community use of the main sports hall.</li> <li>◀ Continue to support the trampoline club located at this venue.</li> </ul>	School/ Active Southend	Medium	Medium
The Eastwood Academy  <b>Level 2</b>	In house-academy	This 4-court sports hall was opened in 1985 and refurbished in 2007. It is above average quality. There is also an 18, x 4 lane swimming pool used for swimming lessons.	<ul style="list-style-type: none"> <li>◀ Support the Academy to identify funding sources to support the maintenance of all sports facilities.</li> <li>◀ Continue to work with the Academy to ensure that sports hall activities complement that of SBC's wider sporting objectives.</li> </ul>	Academy/ Active Southend	Medium	Medium
The St Christopher's School Academy  <b>Level 3</b>	In house-academy	Opened in 2003 this School has a 3-court sports hall and a small teaching/learner swimming pool.	<ul style="list-style-type: none"> <li>◀ Prioritise maintaining the quality of the sports hall and swimming and maximising its community use.</li> </ul>	Academy	Medium	Medium
Westcliff High School for Boys  <b>Level 2</b>	In house-academy	Opened in 2002, the 4-court sports hall is below average. The School also has 2 squash courts which are good quality (not glass back) and have had investment in 2016.	<ul style="list-style-type: none"> <li>◀ Develop an investment strategy aimed at improving the quality of the sports hall over a given period of time.</li> <li>◀ The School should look to maximise community use of the squash courts.</li> </ul>	School	Medium	Medium



## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Facility	Management	Overview and challenges	Actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
Belfairs Swim Centre  <b>Level 2</b>	Local authority- Fusion Lifestyle	One 4 lane 25m swimming pool and a 10m x 8m teaching/learner pool Both changing and pool quality are above average	<ul style="list-style-type: none"> <li>◀ Develop an investment strategy which looks to maintain the quality of the changing and swimming facilities.</li> <li>◀ Review the swimming programme on a regular basis to ensure it complements the wider swimming programme across the Borough.</li> </ul>	SBC, Fusion Lifestyle, Active Southend	Medium	Medium
David Lloyd Club  <b>Level 2</b>	Commercially owned	A commercially owned facility which includes a 77-station gym, 2 glass backed squash courts and 5 indoor acrylic tennis courts. They are all good quality. Membership is generally required for access to the gym and squash courts, however, an agreement for 500 hours of community tennis coaching is in place.	<ul style="list-style-type: none"> <li>◀ Build on the already established 500 hours of community use to try and include access at non term times (extending the access to include hard to reach groups, in particular).</li> </ul>	SBC, Fusion Lifestyle	Medium	Medium
Cecil Jones Academy	Private use	A four court sports hall which is used exclusively by the school. The key challenge is to investigate if there is any opportunity for community use of the facilities.	<ul style="list-style-type: none"> <li>◀ Open dialogue with other schools/academy trusts to explore the opportunity to establish community use agreements.</li> </ul>	SBC, Cecil Jones Academy	Short	High
Westcliff High School for Girls	Private use	A four court sports hall which is used exclusively by the school. The key challenge is to investigate if there is any opportunity for community use of the facilities.	<ul style="list-style-type: none"> <li>◀ Open dialogue with other schools/academy trusts to explore the opportunity to establish community use agreements.</li> </ul>	SBC, Westcliff High School for Girls	Short	High

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

### Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
<b>Badminton</b>	<ul style="list-style-type: none"> <li>◀ To ensure that Badminton Clubs continue to provide competitive opportunities in the Authority.</li> <li>◀ Ensure Chase Sports &amp; Fitness continues to deliver No Strings sessions providing for the wider community.</li> <li>◀ Ensure recreational badminton is available and growing at other sports halls in the Borough.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Develop a workforce development plan with Clubs to ensure they have the skills and capacity to enable the sport to grow.</li> <li>◀ Regular evaluation of sports hall programming to ensure recreational badminton is available in addition to No Strings sessions.</li> <li>◀ Support Chalkwell Badminton Centre to increase membership and use of the courts to ensure the facility can continue to be maintained.</li> </ul>	County Badminton Association / Badminton Clubs/SBC/ Fusion Lifestyle/ Active Southend	Medium	Enhance
<b>Basketball</b>	<ul style="list-style-type: none"> <li>◀ Ensure enough coaches and volunteers are available for the continued development of basketball.</li> <li>◀ Access to sports hall sites are maintained for basketball clubs ensuring development in the Authority.</li> <li>◀ To maintain the level of recreational delivery, particularly at Southend Leisure &amp; Tennis Centre.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Develop a workforce development plan with Essex Rockets, Southend Scorpions and 5 Star Basketball Academy to ensure that Clubs have capacity and continue to drive up participation in the sport.</li> <li>◀ Regular evaluation of programming at all sports halls across Southend to ensure there is capacity to support regular participatory sessions.</li> <li>◀ Identify potential funding opportunities to support recreational sessions within the Authority.</li> <li>◀ Monitor and review the pricing structure for recreational basketball.</li> </ul>	SBC/Fusion Lifestyle/ 5 Star Basketball Academy/ Southend Scorpions/ Essex Rockets/ Active Southend	Medium	Enhance

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
<b>Gymnastics</b>	<ul style="list-style-type: none"> <li>Ensure that the new offer (Max Whitlock Gymnastics Club) is available to local residents as well as the wider community.</li> <li>Increase the number of volunteers and coaches in gymnastics to meet the demand for the sport.</li> <li>Reduce waiting lists across all gymnastics clubs.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the number of local residents who are able to participate at the newly developed club. Consider how to attract local residents into the facility.</li> <li>Work with the gymnastics and trampoline clubs to develop a workforce development plan that works across all gymnastic clubs and disciplines in Southend.</li> </ul>	SBC/British Gymnastics/ local gymnastics clubs	Medium	Enhance
<b>Netball</b>	<ul style="list-style-type: none"> <li>To support training and recreational delivery within sports halls.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake regular consultation with netball clubs and work with respective sites to ensure courts remain accessible to accommodate training needs.</li> <li>Maintain and possibly increase the number of Back to Netball sessions, whilst ensuring that pathways exist between these session and local clubs.</li> </ul>	SBC /Fusion Lifestyle	Medium	Enhance
<b>Swimming/ aquatic sports</b>	<ul style="list-style-type: none"> <li>Ensure the needs of different clubs, aquatic activities and community users are satisfied via effective programming and pricing across the Authority's pools.</li> <li>Meeting the demands of the users when there is an undersupply of water space in the area.</li> </ul>	<ul style="list-style-type: none"> <li>Regular review of the pool programmes across the pay and play sites to ensure that all user needs are considered in the context of the wider swim offer at the pool.</li> <li>Identify funding opportunities to increase the water space and upgrade facilities as and when required.</li> <li>Conduct a feasibility study to address the undersupply of water space in the area taking into account neighbouring authority provision.</li> </ul>	SBC/ Fusion Lifestyle/ Swim England	Short	Protect, Provide and Enhance
<b>Squash</b>	<ul style="list-style-type: none"> <li>There are two community accessible pay and play courts in Southend.</li> <li>Retain the good quality of the courts.</li> </ul>	<ul style="list-style-type: none"> <li>Approach management at the other sites to encourage them to consider pay and play options, particularly during off peak periods when there is less demand for courts.</li> </ul>	SBC/ and England Squash	Short	Enhance

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
<b>Indoor Tennis</b>	<ul style="list-style-type: none"> <li>◀ Maintain the quality of the indoor tennis facilities and maximise the use of them.</li> <li>◀ Monitor and evaluate participation in the Community Use Agreement and tennis programmes.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Continue to work with the LTA, clubs and schools to continue to offer a broad range of recreational, competitive and performance programmes.</li> <li>◀ Monitor and evaluate to ensure that there are opportunities for all of the community to engage in tennis.</li> </ul>	SBC/ LTA	Short	Enhance
<b>Volleyball</b>	<ul style="list-style-type: none"> <li>◀ To increase participation and members of the club.</li> <li>◀ To grow the sport focusing on recreational and junior/youth players.</li> </ul>	<ul style="list-style-type: none"> <li>◀ To seek out opportunities to develop a player pathway from recreational to competitive play and for juniors/youth to adult players.</li> </ul>	Club/ Active Southend/ Volleyball England/ SBC	Medium	Enhance
<b>Futsal</b>	<ul style="list-style-type: none"> <li>◀ To further establish the sport in the area and grow.</li> <li>◀ To ensure that the sport has access to facilities with appropriate makings.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Consider futsal as a priority sport when booking the only playable court.</li> <li>◀ Seek to work with partners to remedy the issues at St Thomas More School. Once completed, review the programme so younger players play on the smaller court.</li> <li>◀ Develop a workforce development plan with the Club to ensure it will develop the skills and capacity to allow for future growth focusing on girls and players with a disability.</li> </ul>	SBC/ Fusion Lifestyle/ FA/ Club	Medium	Enhance
<b>Sailing &amp; water sports</b>	<ul style="list-style-type: none"> <li>◀ The key challenge for the clubs is to increase membership numbers.</li> <li>◀ To continue to invest in facilities to support the needs and demands of sailing and watersports.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Develop and maintain effective relationships between Schools, RYA and local clubs to ensure participatory programmes delivered by clubs are publicised and supported.</li> <li>◀ Support clubs to invest in facilities as and when the opportunity emerges.</li> </ul>	Sailing clubs/ RYA/ SBC	Medium	Enhance
<b>Indoor bowls</b>	<ul style="list-style-type: none"> <li>◀ To continue to grow the membership at the two clubs to ensure the facilities are sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>◀ Continue to develop programmes and initiatives that engage with the community (young and older) to promote life long participation in the game and increase membership.</li> </ul>	Club/ SBC / Active Southend	Medium	Enhance

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Table tennis	<ul style="list-style-type: none"> <li>The key challenge for the clubs is to increase membership numbers, particularly focusing on growth of junior and recreational players.</li> </ul>	<ul style="list-style-type: none"> <li>Clubs to develop a workforce development plan to ensure they have the skills and capacity to enable the clubs to grow and provide recreational and competitive opportunities in the area.</li> <li>Regularly evaluate hall programming at the leisure centres and other halls to ensure recreational table tennis is available.</li> </ul>	SBC/ Fusion Lifestyle/ Essex County Table Tennis Association/ Clubs	Medium	Enhance

# **SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN**

---

## **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

# SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

## 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.  <a href="https://www.activeplacespower.com/">https://www.activeplacespower.com/</a></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 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.

<sup>1</sup> National occupancy rate of 2.3 persons per household is used

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

<b>Step 2</b>	<b>Determine the other indoor sports and community facilities required as a result of the development</b>	<b>Navigation</b>
	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.

<b>Step 3</b>	<b>Demonstrate an understanding of what else the development generates demand for</b>	<b>Navigation</b>
	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.



## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

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	<b>Consider if there are existing facilities within close proximity that could be enhanced or extended to accommodate increased demand.</b>	<b>Navigation</b>
	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	<b>Consider the design principles for new provision</b>	<b>Navigation</b>
	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.	<a href="https://www.sportengland.org/facilities-planning/design-and-cost-guidance/">https://www.sportengland.org/facilities-planning/design-and-cost-guidance/</a>

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

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

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.

## SOUTH ESSEX INDOOR BUILT FACILITIES SOUTHEND STRATEGY AND ACTION PLAN

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
<b>Step 1:</b> Determine the indoor sports facility requirement resulting from the development		<a href="https://www.activeplacespower.com/">https://www.activeplacespower.com/</a>
<b>Step 2:</b> Determine the other indoor sports and community facilities are required as a result of the development		Indoor and built facilities strategy
<b>Step 3:</b> Demonstrate an understanding of what else the development generates demand for		Consultation with other council services, partners and developers)
<b>Step 4:</b> 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
<b>Step 5:</b> Consider the design principles for new provision		Consultation <a href="https://www.sportengland.org/facilities-planning/design-and-cost-guidance/">https://www.sportengland.org/facilities-planning/design-and-cost-guidance/</a>
<b>Step 6:</b> Strategic pooling of financial contributions to deliver new provision		<a href="https://www.activeplacespower.com/">https://www.activeplacespower.com/</a> <a href="https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/">https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/</a>