



TENDRING DISTRICT COUNCIL INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN 2016 - 2033

FINAL STRATEGY DECEMBER 2016

Integrity, Innovation, Inspiration

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TENDRING DISTRICT COUNCIL INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN

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GLOSSARY

APS	(Sport England) Active People Survey
ASA	Amateur Swimming Association
BE	Badminton England
CIL	Community investment levy
EB	England Basketball
ECC	Essex County Council
LDP	Local development plan
NGB	National governing body (of sport)
NPPF	National Planning Policy Framework
ONS	Office of National Statistics
SE	Sport England
SFC	Sports facilities calculator
TDC	Tendring District Council
TIDP	Tendring Infrastructure Development Plan
VE	Volleyball England

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INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN**

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INTRODUCTION

As the commissioning body for the Strategy, Tendring District Council (TDC) has identified a number of priorities which align to its Corporate Plan; Tendring Life: A place to be proud of 2010 – 2016. Its purpose is to focus the full resources of the Authority on improving and sustaining the economic, social and environmental fabric ensuring Tendring is a place residents, businesses and visitors can be proud of.

Figure 1: Overview of TDC Corporate Plan

The key priorities to achieving this are summarised below:

- ◀ Build a thriving local tourism industry which supports and enhances both coastal towns and the countryside. This will be achieved by stimulating investment in attractions within resorts and promoting what local communities have to offer.
- ◀ Promote sustainable economic growth by ensuring there are more jobs, unemployment stays at or below the national average and wages remain at or above average. In addition, local businesses are supported.
- ◀ Ensure people have the knowledge and skills to secure good employment through improved educational attainment and reducing the number of NEET (not in education or training). Working with employers and a range of partners through programmes to increase skills of the district's young people and the wider workforce.
- ◀ Reduce health inequalities and increase life expectancy across the district by working with NHS Essex and other partners, focusing on employment, fuel poverty, housing, obesity and poverty.
- ◀ Promote and encourage healthy and active lifestyles by providing a range of activities and services by working with a range of partners. Also, improving facilities within all communities to ensure that there is increased activities for people of all ages.
- ◀ Remain a low crime area and reduce the fear of crime. Working with the Crime and Disorder Reduction Partnership to deliver services which will reduce crime.
- ◀ Regenerate the District and improve deprived areas by working with partners and potential funders to deliver improved infrastructure and regeneration in Jaywick, Harwich and Clacton.
- ◀ Ensure all TDC residents live in high quality, affordable housing which meets local needs. In addition, housing land allocations are made available to support sustainable mixed developments.
- ◀ Protect and enhance TDC's environment, countryside and coast by reducing the amount of waste going to landfill, reducing the amount of carbon, developing good flood and inland flood protection and enhancing the natural assets of the coast and countryside.

The Corporate Plan states that to ensure its priorities are achieved, there will be a focus on encouraging and sustaining more people in sport and physical activity

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Key strategic outcomes

The core message running through local strategic documentation is the importance of sport and physical activity to the wider economy, standards of living and its general cross cutting benefit. The key strategic outcomes themes are considered to be:

- ◀ Reducing social and economic inequalities, particularly focusing on the neighbourhoods of Jaywick, Clacton and Harwich.
- ◀ Increasing levels of physical activity and, thus, reducing levels of inactivity.
- ◀ Promoting and encouraging healthy and active lifestyles by providing a range of activities and services, in partnership with a range of organisations for all age groups.
- ◀ Improving access to facilities within all communities, ensuring that increased activity is made available for people of all ages.
- ◀ Ensuring that services and facilities are developed in parallel with future housing growth.

To support effective delivery of the Council's priorities there are key cross-cutting themes which underpin everything the Council does. It is, therefore, also committed to the following:

- ◀ Value for money – ensuring that value for money is achieved in everything it does.
- ◀ Performance management - managing performance effectively to ensure that it delivers its priorities.
- ◀ Risk management - proactively managing risk to ensure that opportunities to make improvements are not missed.

Partners

This is a plan for the District. Whilst TDC is the key driver, it is expected that plans and actions emanating from it will be delivered via partnership with, and between, other key stakeholders and be predicated upon them 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 development of sport and leisure in Tendring. This Strategy has involved, and taken account of, consultation with a range of agencies and will require input from, for example, specific national governing bodies of sport (NGBs), the Joint Health and Wellbeing Board, local clubs, Active Essex, Sport England, businesses, Pinnacle PSG and Tendring schools.

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LOCAL CONTEXT

TDC is a local government district in north east Essex. Its eastern and southern areas are largely urbanised and host the market towns of Clacton upon Sea, Walton-on-the-Naze and Harwich. The western and central areas of the authority are predominantly rural. It is noted that Colchester, which borders Tendring, to the west, is relatively heavily populated. The highway network consists of three major roads. The A120 provides connections east to west, linking Colchester to Harwich, the A133 connects the north of the district with the south (Clacton) and the A137 links Colchester to Manningtree.

The total population of the District is 141,183¹. As shown in Figure 2.3 it is densest in three areas along the coastline (Harwich, Walton-on-the-Naze and Clacton on Sea). The age structure is similar to the East region, however, Tendring has a lower proportion of 25-44 year olds (18.1%, compared to the region (24.3%) and more than one third of its population (36.2%) is over 60, which is higher than the regional average (25.9%).

According to the 2011 Census, the largest proportion (97.6%) of the population is classified as White, much higher than the comparative England rate (85.4%). There are significantly lower rates of population classed as both Asian (0.9%) and Black (0.3%) in Tendring compared to the relative England rates (Asian: 7.8% and Black: 3.5%).

A higher proportion of TDC's population (28.7%) lives in areas of high deprivation than the national average (20%). Health deprivation data is slightly better than the IMD data with nearly one quarter (24.4%) of residents living in the areas of highest deprivation (using the 20% threshold). Areas of high deprivation are located in the south of the District, which incorporates the Clacton and Jaywick neighbourhoods. In addition, the Indices of Multiple Deprivation (2010) ranked Jaywick as the most deprived ward in the United Kingdom. Figures 2.2 and 2.3 present a geographical distribution of both sets of data.

Health problems are more prevalent in the District's communities than national averages. The IoD² points towards higher health deprivation with 28.4% falling in the most deprived (two worst) cohorts based on health measurements when a national equivalent would be 20%. Unlike the overall measure of deprivation, however, only 2.9% of the population is in the best four cohorts for health.

Adult obesity, at 26.3% of the population is slightly above national (24.0%) and regional (24.0%) averages. Child obesity rates (20.6%) are also above the national (16.9%) and regional (19.1%) rates. Child rates increase significantly between reception and Year 6, by which time one third of children (33.9%) are classified as either overweight or obese.

The Council is committed to working with developers and other partners to deliver a minimum dwelling stock increase of 10,149 (net) between April 2015 and March 2032 to support economic growth and meet objectively assessed requirements for future housing. The areas which will accommodate the largest increases in housing stock are:

- ◀ Clacton- 2,780 new houses
- ◀ Colchester Fringe- 1,164 new houses
- ◀ Weeley- 304 new houses

¹ Source: ONS 2015 Mid Year Estimate

² Index of Deprivation 2015 (Department for Communities & Local Government)

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ONS projections indicate a rise of 18.3% in Tendring's population (25,600) over the 25 years from 2014 to 2039. This includes a significant increase (50%) in the number of 65+ year olds to a point where they will account for nearly 40% of the population. This will place increasing pressure on a range of services and lead to changes in demand for all indoor sports facilities as experience suggests that older people tend to make more use of facilities during the day. Ensuring that this cohort remains, or gets more active is important and becoming increasingly relevant. It is, thus, incumbent on staff at local sports facilities to ensure that programming and access (at the right times) is considered as part of the District's sport/physical activity offer.

Sport England segmentation indicates that participation and sports club membership is just below national/regional averages; whilst, tuition is higher. In common with many other areas swimming is among the most popular activities; this is known to cut across age groups and gender. In Tendring, nearly one in fourteen adults goes swimming at least once a month.

This Strategy addresses how developing partnerships may improve the opportunity to invest in facilities. In this context, Pinnacle PSG is particularly important as it manages three of the main hall sites. A partnership approach is needed produce the best facilities, ensure maximally efficient management and ensure their protection/enhancement via new development (in line with national planning policy). It thus looks to address a range of fundamental challenges; and assesses how sports facilities can be used to meet the needs of, or associated with:

- ◀ A numerically challenging and changing population, which is economically stable but one which has an age profile increasingly numerically dominated by older age groups.
- ◀ The limited accessibility of facilities, especially during the day time, because the majority of, in particular sports halls, are located on school sites.
- ◀ The limited amount of water space, a factor which is exacerbated by the lack of water space identified in the neighbouring borough of Colchester.
- ◀ The requirements of the projected increase in house building and economic activity, particularly in Clacton, Colchester Fringe and Weeley.
- ◀ Health partners' ambitions to address physical inactivity and obesity levels.
- ◀ A growing and active 'grey market' which is time rich, especially during the day.

Planning

NPPF paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- ◀ An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- ◀ The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- ◀ The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

It is, thus, essential that TDC, as the local planning authority, retains oversight with regard to 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 sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

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ASSESSMENT REPORT CONCLUSIONS

The following section summarises the key findings of the Needs Assessment Report. These enable key conclusions to be drawn:

Sports halls

- ◀ KKP's audit identifies nine 3+ court sports halls on nine sites. Eight offer community use, with varying access times. Clacton Leisure Centre has the largest hall, with six courts.
- ◀ Sports hall quality is variable, reflecting the age of many venues. Stock is however, mostly fit for purpose. The sports hall at Manningtree Sport Centre is identified as poor.
- ◀ Just over half (51%) of the population resides within a 20 minute walk time of a sports hall.
- ◀ Pinnacle PSG manages the three school sites in Clacton. TDC managing all other District halls, apart from the one at Tendring Technology College which is self-managed.
- ◀ Day time access to halls is limited because the majority are located on education sites
- ◀ A variety of sports is offered - the main ones are Volleyball, Netball and Basketball.
- ◀ Tendring is an important area for Volleyball. There is a positive partnership between the NGB, the Education sector and the Club ensuring that the District hosts a national team. Addressing sports hall floor quality at Tendring Technology College is a priority
- ◀ Hire cost is a key limiting factor to the operation and expansion of local clubs. This applies particularly to the Pinnacle PSG managed sites in Clacton.
- ◀ There is a general need to upgrade sports hall accommodation and changing provision. While so doing, improving markings for netball and basketball and spectator access specifically for basketball would enable local clubs to aspire to national league status.
- ◀ There is capacity to grow within existing facilities but workforce and cost are challenges which clubs do not feel able to overcome without support.
- ◀ Gymnastics is mentioned as an actual and potentially important sport in the District but there is no dedicated facility. Further work is required to assess depth of demand for this sport.

Swimming pools

- ◀ This assessment identifies four community accessible swimming sites in Clacton (two), Harwich and Walton.
- ◀ Clacton High School offers swimming pool activity via block bookings only but is important in catering for the needs of Clacton Sharks Swimming Club.
- ◀ Just over 30% of the population lives within a 20 minute walk of a local community swimming pool and nearly everyone in the District is within 20 minute drive time of swimming facilities.
- ◀ There are several other facilities including various lidos, holiday parks and privately owned swimming venues. These serve some sections of the community but their restricted access or size does not make them community accessible for the purposes of this study.
- ◀ Swimming is the most popular sport in the District.
- ◀ The District is short of teaching pool space; access to lessons is limited (potentially suppressing future demand).
- ◀ There is both current and increased future demand for more water space.
- ◀ This present shortfall is exacerbated by the water space undersupply in Colchester.
- ◀ Clacton Sharks & Dovercourt and Parkeston are the main swimming clubs in the District. Both indicate needing more pool time.
- ◀ Workforce recruitment, retention and development is a major concern for swimming clubs.
- ◀ The SFC identifies demand for a four lane swimming pool over and above the current undersupply in the District. This is backed up by the TIDP which confirms that the current shortfall will grow to the equivalent of one 6-lane 25m pool by 2032.

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Health and fitness

- ◀ There are eleven 20+ station health and fitness suites (of varying quality) in Tendring; a total of 419 stations.
- ◀ They are mainly located in more densely populated local areas.
- ◀ Two are of below average quality, the remainder are either above average or good.
- ◀ There are 15 health and fitness suites within two miles of the Tendring border.
- ◀ Participation in health and fitness in Tendring is below the national average.
- ◀ There is a shortfall of c.140 stations. TIDP findings confirm that provision does not meet current and will not meet future demand.
- ◀ Supply shortfall may be contributing to lower levels of participation- although TDC's age profile and the rural nature of the District are also significant factors.

Indoor bowls

- ◀ Indoor bowls is experiencing a national decline in popularity, despite the ageing population.
- ◀ Tendring is not following this trend and with three indoor bowl facilities has a good indoor bowling offer.
- ◀ The three venues offer varying degrees of quality with only Walton considered to be a poor facility.
- ◀ Harwich and Clacton clubs own their own facilities and both report membership to be growing year on year
- ◀ The bowling club building in Walton-on-the-Naze is owned by TDC and is deemed to need upgrading. This may be a factor in its long term sustainability.
- ◀ All clubs work to attract new members. Given the significance of bowls to older participants and anticipated growth in this segment of the population, the outlook for bowls is healthy.
- ◀ There is a need to continue to positively market the sport and the clubs to attract new members.
- ◀ There does not appear to be any current unmet demand for indoor bowling in the area.

Squash courts

- ◀ TDC has eight community accessible squash courts (soon to be reduced to five).
- ◀ Quality varies: of the five remaining, two are classified as above and three below average.
- ◀ The two squash clubs in the District both compete in the Essex League.
- ◀ ESRA is working hard to increase participation via a number of programmes but is inhibited by the lack of accessible community courts.
- ◀ The School Games Programme has introduced Mini Squash as a core sport
- ◀ Schools need improved links with clubs to develop community squash programmes.
- ◀ More squash courts are needed to sustain the growth of the sport in the District. This may necessitate improving current programming and investing time to drive grass roots squash.

Other

- ◀ Tendring hosts a number of other sports including different martial arts.
- ◀ These use smaller venues (village halls/community buildings, to train and compete.
- ◀ All clubs are satisfied with current facility provision and enjoy sustainable membership.
- ◀ There is capacity at most sites to accommodate increased demand should this occur. .

Summary

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TDC recognises:

- ◀ The importance of its leisure facility stock to the health and well-being of its residents
- ◀ The requirement to take account of this in its planning to meet future needs.
- ◀ The importance of its own contribution and the need to work effectively with partners to maintain and extend its facility base.
- ◀ The need to ensure coordinated programming within its own facilities to maximise levels of physical activity opportunity and increase levels of participation

A range of providers service the sport and physical activity needs of the local population. These include private leisure operators and schools, alongside TDC. The relationship with Pinnacle PSG is not as evolved or established as it could (and needs to) be. With regard to specific facilities the Assessment Report confirms the following:

- ◀ Management of sports halls is relatively stable with TDC and Pinnacle PSG operating all but one of the sports halls in Tendring. All sports halls (apart from Hamford Primary Academy) offer over 30 hours of community use. The one six court hall in the District I at Clacton Leisure Centre
- ◀ Undersupply of water in the District is exacerbated by the fact that the same issue applies to the adjoining borough of Colchester. There is a particular shortage of teaching pool space.
- ◀ A range of health and fitness providers is in place across the District; the main strategic issues relates to whether facilities are accessible to/affordable for the whole community, given the importance of keeping people active.
- ◀ Anticipated change in the age profile of the population suggests that facility programmes and opening times will need to adapt to ensure that older people are fully included. This is difficult given current occupancy levels in some centres and reliance on sports halls in schools to cater for other usage.
- ◀ Planned population growth is also expected to be significant, especially in Clacton, Colchester Urban Fringe and Weeley. This will add to current demand pressure on existing sports and leisure facilities increasing levels of demand.
- ◀ The audit highlights the absence of complementary programming and pricing at district facilities. It is acknowledged that coordination (even if short term in nature) takes time and effort and will need to be undertaken by a lead organisation (probably TDC itself).
- ◀ Martial arts and boxing are popular and offer good participation opportunities in the District. Clubs for these sports tend to operate out of smaller venues.
- ◀ Volleyball and basketball are key local sports and there is a view that they could be grown further if appropriate up to date facilities of the requisite scale and quality were available.

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STRATEGIC PRIORITIES

The following key strategic priorities should be considered in delivering this strategy:

- ◀ Recognition that facilities are an important contributor to the quality of life in the District.
- ◀ The need to ensure that TDC owned facilities contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities
- ◀ The need to coordinate community access to, and the programming and pricing of, facilities (including schools) across the District within the public estate.
- ◀ The need to support other developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider district community (e.g. boxing, judo and gymnastics).
- ◀ Ensuring that TDC owned facilities make a progressively greater (and measured) contribution to reducing health inequalities and are fully accessible from all the District's communities through targeted initiatives, facilities, programming and training.
- ◀ Assisting and brokering partnerships between Pinnacle PSG managed facilities and stakeholder clubs/groups to explore the benefits of engaging with 'key-holder groups' as part of a process of minimising staffing costs associated with increasing access to and limiting the operation of, use of school sports facilities. It should be noted that this is not a short term measure but one that needs to take account of competing interests.
- ◀ Improving 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.
- ◀ Given the strength of squash participation and its potential to increase, replacing the lost facilities at Wick Lodge and giving consideration to including squash courts in new, or improving court quality when refurbishing relevant existing, facilities.
- ◀ The desirability, given the existing strengths of volleyball, basketball and netball in the area, of considering the potential to develop a new or expand on an existing venue, to support their development.
- ◀ Ensure that swimming teaching space is given equal weight to main pool provision in any plans or feasibility study commissioned.
- ◀ To ensure that any new school build (including primary schools) should consider how sports facilities can be made available (via affordable access and management) for wider community use.

Planning

Needs assessment findings and strategy recommendations should inform the future Local Plan policy making review and infrastructure delivery plans; 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 include provision and/or enhancement of appropriate indoor facilities.

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STRATEGY VISION AND OBJECTIVES

“To work with partners to create high quality, sustainable leisure and sports facilities which meet community need, increase participation, help tackle health issues and provide accessible, inclusive activities for Tendring residents as part of an active lifestyle.”

This builds upon the conclusions identified in the Assessment Report (November 2016). It provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Tendring can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes that underpin increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2032.

Strategic objectives

The vision translates into three clear, achievable strategic objectives which reflect both Tendring’s priorities and Sport England’s planning objectives. It is recommended that TDC and its partners adopt the following (as policy) to enable the above vision to be achieved:

Objective 1: Protect

Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents by introducing a facility hierarchy within which each facility types has a defined role and function - supported by appropriate investment.

Objective 2: Enhance

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

Objective 3: Provide

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

Facility hierarchy

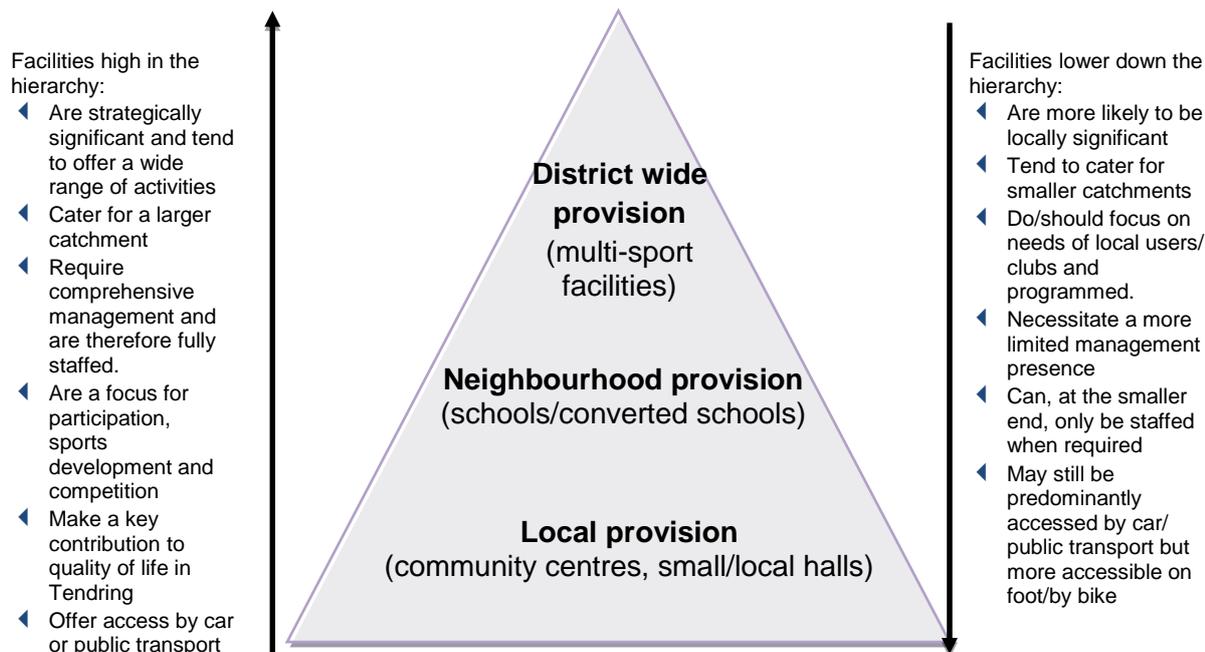
TDC and partners will consider how to ensure that the network of leisure and sports facilities across the District works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and well-being.

Using a sports facility hierarchy makes it easier to map out which venues do/could/should have distinct roles and functions; carry differing levels of community importance, operational weight and related staffing.

In parallel, it is important that facilities have a defined function from a user perspective. Hence district-wide and key community facilities deliver orchestrated physical activity geared to extended participation and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports. Broad principles are illustrated in the hierarchy diagram overleaf, whilst key principles are as shown in Table 1.

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Figure 2 Facility hierarchy – core principles



Proposed facility hierarchy – site designation and definition

Designation	Role and function
District wide provision or 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. Venue with the potential to host county, district and local events and draw in people from surrounding rural areas. 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 organisations.
Neighbourhood or 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. Often stand-alone community facilities or dual use venues on school sites. Venues with potential to host district or town-wide and local events. Provide 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 local delivery of health and fitness activity. Core venue to accommodate Tendring's Learn to Swim (where a pool is available) and sports instruction programmes. 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 area served and draws in people from the more immediately adjacent rural areas. On joint use sites improves quality of PE/school sport for young people.

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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 to the locality. • Tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings. • Contributes to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity. • Provides 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.

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.

Facility development

The following section identifies major investment requirements over the life of this Strategy:

Clacton Leisure Centre

This has the largest main hall (6-courts) and offers the widest range including swimming, fitness, hall sports and health related activities. It is a popular venue but is showing signs of wear and tear. Sports hall programme time is allocated equally to block bookings and pay and play activity. The Centre was built in 1987, the main hall was refurbished in 2000 and the subsequent swimming pool refurbishment was undertaken in 2007.

Investment in the health and fitness provision took place in 2008. It is likely that maintenance and running costs will continue to increase due to its age. In this context, continuing to attract new participants with a view to getting the inactive more active will become increasingly difficult. There is space on the site to build and the facility is considered to accessible in its present location in the heart of the community.

Dovercourt Swimming Pool

This opened in 1984 and the (£2million) health and fitness offer refurbishment was completed in December 2015. This incorporated improvements to the gym and wet-side changing rooms and is reflected in the non-technical quality assessment which found facilities to be above average.

Manningtree Leisure Centre

The sports hall at this facility was built in 1977 and refurbished in 2005. The health and fitness suite was first developed in 2001 and was refurbished in 2012. The main hall is considered to be in below average condition as is the health and fitness suite.

Walton-on-the-Naze Swimming Pool

This is the only facility in Tendring with a learner (teaching) pool. It is a compact facility which recently (2016) opened a small new health and fitness suite (15 stations).

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It is programmed and priced to enable access to/for the local community and attracts participation from all sections of the community.

Potential population growth (particularly in Clacton, Weeley and Colchester's urban fringe) will add to demand and exacerbate current undersupply in particular of swimming pools but also of sports halls and indoor bowls facilities. Key recommendations available to the District include :

1- Commission a feasibility study to assess extension of Clacton Leisure Centre.

This should take account of:

- ◀ Its status as the Council's main 'flagship (tier 1) centre.
- ◀ The growing and anticipated new populations in the Authority plus changing usage trends
- ◀ The options this offers to accelerate the pace of reduction of net service subsidy levels.
- ◀ The need for substantially improved swimming (in particular teaching) pool provision (scale and quality) in the district.
- ◀ The need to improve key venue energy efficiency
- ◀ Options to develop the venue in partnership with other agencies.
- ◀ The fact that proposed increase in numbers at Clacton High School may create capacity issues (curricular and extracurricular) for the School as presently configured. This may be an opportunity to broker a partnership between the Leisure Centre and the School whereby the Leisure Centre accommodates additional School demand in return for an improved service level agreement with regard to access to the, presently Pinnacle managed, school sports facilities.
- ◀ The opportunity that Sledgehammers Basketball Club has to play national league basketball pending provision of a 'right sized/specification venue to accommodate this.
- ◀ The apparent levels of demand for gymnastics in the District.

The suggested specification for consideration, based upon the needs analysis and related consultation) includes the following:

- ◀ At minimum (and reflecting assessed current provision shortfalls) an additional teaching pool.
- ◀ A refurbished sports hall with a new (sprung) floor set out so as to enable the venue to take full advantage of the *in situ* bleacher seating. This to incorporate an over-marked off-centre basketball court.
- ◀ Expansion of the health and fitness suite plus more and larger studio spaces – to accommodate a range of classes, spinning and related provision.
- ◀ Two squash courts – to reflect the high level of demand and play in the district
- ◀ A purpose built gymnastics facility – possibly extending onto the space presently occupied by the existing MUGA.
- ◀ Improved wet, dry (and possibly health and fitness specific) changing accommodation.

2- Upgrade Tendring Technology sports hall

Upgrade the sports facilities at Tendring Technology College. This should include a new sprung floor in the sports hall and new changing facilities.

At the same time verify and update the agreements in place between TDC and the School with a view to building upon the best features of, and cementing, existing joint use access arrangements in the long term.

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3: Upgrade or asset transfer Walton-on-the-Naze Indoor Bowling Centre

Upgrade the facility to either continue running it as a TDC facility or underpin an asset transfer to the Indoor Bowls Club.

If TDC is not willing to fund the upgrade, assess the feasibility of transferring the asset to the Club and assist it to evaluate to potential to upgrade the facility itself (including the installation of bar/catering facilities).

Recommendation 4: Upgrade sports halls in the Authority

Embark on a process of upgrading sports halls in the district aligned to the establishment of an agreement with each school involved in respect of ensuring long term club and community access.

Concurrently assess the present basis upon which TDC provides management cover for facilities and assess potential key holder, remote management and other arrangements which may facilitate cost reduction while maintaining safeguarding standards.

Enhancing facility management and operation

In delivering the above TDC 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.
- ◀ As the key leisure operator in the District, develop a process that brings together as other operators of local sports facilities including Pinnacle PSG.
- ◀ Develop an agreed approach and a Tendring definition of community use to which all partners sign up and agree to implement
- ◀ Ensure widespread recognition of the importance of making well organised collectively programmed community use the norm in sports halls across the Authority and, for example, attracting people from older age groups into facilities.

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

- ◀ How TDC and partners might engineer an 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, seeking to 'even out' the range of presently disparate pricing structures currently in place.
- ◀ How to ensure that price as one of the barriers to participation faced by people in key groups (including the young, older people and residents who are 'economically challenged' is progressively tackled .

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ACTION PLAN

The following actions are relative to the overall management and programming of key facilities in Tendring. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access).

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Districtwide programming Provide	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	Consider current programming across the District Define the role of each facility within the wider community use offer across Tendring. Develop a site by site action plan for improving programming across the District	All	Short	Schools / Academies & community centres	High
Community use agreements Provide	Increasing the availability of the current stock of sports halls to more sections of the community.	Identify available time (especially during the day) to extend community use. Consider this on a site by site basis with a view to increasing opportunities for the ageing population.	All sites	Short	Schools/ Academies	High
Sports halls Provide	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity	On a site by site basis consider different solutions to extending day time access, such as: <ul style="list-style-type: none"> ◀ Key holder access to specific sports groups ◀ Designing in good access to new facilities ◀ Working with schools to accommodate community based organisations 	Level 2 facilities	Short	Schools/ Academies	Medium
Incorporating Level 3 facilities into the broader activity portfolio Provide	Develop an improved understanding of the importance of Level 3 facilities with regard to the physical activity offer	<ul style="list-style-type: none"> ◀ Identify a project coordinator to lead on this element of work (partner agency) ◀ Review Level 3 facilities to see which are able to increase physical activity. ◀ Consider how they fit into the wider programming offer. ◀ Identify improvements to Level 3 facilities (ensuring that they are fit for purpose). 	Level 3 facilities	Medium	Parish councils Community groups Private facilities	Medium
Planning Protect, Enhance, Provide	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> ◀ TDC to adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) ◀ Develop priorities to assist TDC to identify developments 		Short	Planning Department	High

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Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
		that could be funded through CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan. .				
Monitor and review	Keeping 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 implementation. 		Medium	TDC	High

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

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Clacton Leisure Centre (District provision)	Local Authority	Potential incurrence of increased maintenance cost for the facility due to its age. Investment in the swimming pool and changing facilities required to bring it up to a higher standard fit for 21 st Century use. Consideration of how this facility fits into wider community programming and talent development across the District	Continued investment in current facilities to maintain them to the best standard possible. Commission feasibility to consider if a new facility could offer a better facility mix, preferred location (s) is/are for facilities in Clacton and be more financially sustainable. (1st priority) Balance strategic District role against needs of local and projected new residents by coherent, pragmatic programming/pricing.	TDC	Ongoing Short to Medium Short	High	Enhance Provide
		Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for wet and dry facilities.	Regular analysis of membership data to identify who is gaining access to which facilities. Consideration of incentives to get the least active, more active.	TDC	Short	High	Provide
Harwich Sports Centre (Neighbourhood provision)	Local Authority	This is a poor facility with dual use arrangements. Potential incurrence of increased maintenance cost for the facility, in general, as it ages Limited access during the day for increasingly elderly population.	Define the role of the facility within the wider community use offer in Tendring. Work with and through the School (Harwich and Dovercourt High) to identify if facilities can be used during the daytime. Consider investing in the facility to ensure it	TDC	Short	High	Enhance and Protect

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Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
		How this facility fits into wider programming and talent development across the Borough	offers a 21 st Century opportunity to the local population.				
Dovercourt Bay Lifestyles (Neighbourhood provision)	Local Authority	Having had recent investment, the key challenge is maintaining quality of service, given the projected increase in use. There is no learning water space, which exacerbates the wider issue of lack of water space.	Define the role of the facility within the wider community use offer in Tendring. Ensure ongoing maintenance so the facility remains fit for purpose	TDC	Medium	Medium	Protect
Brightlingsea Sports Centre (Neighbourhood provision)	Local Authority	This is a below average facility which is a dual use facility. It, therefore, has limited accessibility during the day time. The main challenge is keeping the facility attractive for the wider population and in gaining access during the daytime if demand dictates.	Define the role of the facility within the wider community use offer in Tendring. TDC to, where possible, to support developments via the planning function and leisure expertise,	TDC	Medium	Medium	Enhance and Protect
Manningtree sports Centre (Neighbourhood provision)	Local Authority	This is a below average facility with poor changing rooms, which is a dual use facility. It, therefore, has limited accessibility during the day time. The main challenge is keeping the facility attractive for the wider population and in gaining access during the daytime if demand dictates.	Define the role of the facility within the wider community use offer in Tendring.	TDC	Medium	Medium	Enhance and Protect
Walton-on-the Naze Swimming Pool and Fitness Centre (Neighbourhood provision)	Local Authority	Operated by TDC, this is an important local facility which has had recent investment in health and fitness. It is also important as offering the only learn to swim water in the District. Programming remains a key challenge as this pressure from a range of aquatic sports, learn to swim and recreational activity converge.	Define the role of the facility within the wider community use offer in Tendring. Continue to look to improve the programming and learn to swim opportunities and link with the wider aquatic programme across Tendring.	TDC	Medium	Medium	Provide and Protect
Tendring Enterprise Studio School	Trust	Built and opened in 2012, this school has had problems which appear not to have been resolved. Consequently the School is currently mothballed.	Essex County Council (as the owners of the facility) need to drive improved communication with Pinnacle with a view to	Essex County Council,	Medium	Medium	Provide

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Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
(Neighbourhood provision)		The sports facilities are in good condition and operated by Pinnacle PSG as part of a PFI arrangement, with limited use. Hire costs are reportedly high for the local community which therefore restricts use. Jaywick (area of very high deprivation) is just over one mile away but there appears to be no outreach work to drive increases in participation from this community. Although Pinnacle claims to be open for over 40 hours per week, this has not been verified as it was unwilling to share which clubs use the facility	driving up participation at the venue. (2nd Priority) TDC should explore its potential to contribute to the strategic drive to maintain and increase sport/physical activity. In particular, to get it to offer a minimum level of community use and/or possible keyholder access for sports specific groups as part of a coordinated sports development offer in the District.	Pinnacle and TDC			
Clacton Coastal Academy (Neighbourhood provision)	Education	Facilities are managed by Pinnacle PSG so the School has no knowledge of activities being offered to the community. The main challenge which needs to be addressed is how (and if) this site can contribute to the wider sports development programme for the District for sports hall sports.	Define the role of the facility within the wider community use offer in Tendring. Consider who will engage with Pinnacle in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	TDC	Medium	Medium	Enhance
Clacton County High School (Neighbourhood provision)	Education	Facilities are managed by Pinnacle PSG so the School has limited knowledge of activities being offered to the community Both the swimming pool and sports hall are considered to be below average quality – mainly due to age and high levels of occupancy (from the school) and are likely to need increasing levels of investment to ensure they remain accessible to the wider community.	Define the role of the facility within the wider community use offer in Tendring. Pinnacle PSG to engage with TDC to ensure complementary programming for both wet and dry facilities Ensure that that the pool is maintained at a level so that it continues to attract club usage.	TDC, Clacton County High School and Pinnacle	Medium	Medium	Provide and Enhance
Hamford Primary Academy (Neighbourhood provision)	Education	There is no community use recorded at this facility currently despite it having a 3-badminton court hall.	Explore how School can become better aware (and part of) the strategic drive to increase sport/physical activity. Define role of the facility within the wider community use and consider how its use might be extended.	TDC and School	Short	Medium	Provide

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Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Tendring Technology College (Frinton campus) (Neighbourhood provision)	Education	Although considered to be below average, with the floor requiring investment, this facility hosts a very successful national league volleyball club.	Support investment in the sports hall floor to ensure that the volleyball club is not disadvantaged in local leagues and competitions.	Tendring Technology College and TDC	Short	Medium	Provide
Walton and District Indoor Bowls Club (Neighbourhood provision)	Local Authority	Although considered to be below average the facility hosts a sustainable indoor bowling club. Investment is required to bring this facility up to the standard of others in the District.	TDC to consider how it might invest in this facility or consider an asset transfer to the Club so greater ownership can be taken of the facility by local participants. (3rd Priority)	TDC and indoor bowls community	Medium	Low	Provide
Smaller community facilities (Local provision)	Various	The quality and availability of community facilities is variable. The spread throughout the District along with a need to ensure that their programming is commensurate with wider principles to ensure that physical activity is made accessible to those living in the more rural areas. Communication with management at some of these varies but they can (and do) offer complementary programmes of activity.	A commitment to understanding the sporting offer at these sites needs to be agreed. This should link to integrating/supporting community use of these into the wider Tendring network. The potential to start with sites already hosting activity is recommended.	TDC, Health and Wellbeing Board	Short	Medium	Provide

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Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	There is limited badminton activity in the District. There is a need for leadership of local badminton development in the District and more effective liaison with Badminton England; plus the concurrent raising of the local profile of sport and ultimately increased participation levels..	Identify a local volunteer lead with the drive and desire to increase participation in badminton across the Borough. Liaise with schools to improve badminton access and consider alternative sports hall access methods e.g. keyholder access. Consider which venues are best prepared to deliver 'Smash Up' and other badminton programmes.	TDC/ Active Essex / Schools	Medium	Provide and Enhance
Basketball	Tendring has significant participation in basketball across the District but are unable to compete at national level due to the lack of appropriate facilities.	TDC to undertake (potentially as part of the Clacton Leisure centre work) the feasibility of providing an appropriate facility so that basketball can continue to grow in the District (consider whether a 6-court badminton sports hall can accommodate a range	TDC/ basketball club/NGB/ Sport England	Medium	Provide and Enhance
Indoor bowls	Ensuring that local clubs are supported in their succession planning and workforce development to maintain a good indoor bowls offer. Ensure facilities remain fit for purpose (especially the local	Identify funding for improving the local authority owned indoor bowls facility or consider asset transfer with a view to the Club taking greater ownership and improving the standard.	TDC, Indoor bowls club	Medium	Provide
Gymnastics	There is limited opportunity for growth in gymnastics due to the lack of appropriate facilities.	As part of the wider feasibility work, consider the demand for a dedicated gymnastics facility and associated requirements and costs	British Gymnastics/ local gymnastics clubs and TDC	Medium	Enhance and Provide
Squash	Quality of facilities varies across the District There is good development work being undertaken within the District with a need to develop improved links between schools and clubs to help drive participation.	More squash courts are needed to help sustain and grow the sport. Consider squash development as part of the Clacton Leisure Centre feasibility study. Develop a local squash development group to coordinates activity and look to systematically improve local squash courts	ESRA, England Squash, local clubs, TDC	Long	Enhance and Provide
Swimming/ other aquatic	The lack of learn to swim space and general swimming is a concern, especially with the proposed increases in population.	Ensure that the ASA and local clubs are fully consulted as part of any feasibility study commissioned.	TDC, ASA and local	Medium	Provide

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
sports	Workforce recruitment, retention and development is a major concern for clubs. Swimming clubs feel inhibited at the lack of pool time.		clubs		
Other	Specific areas of Tendring have very high levels of deprivation. Getting people active in such areas is considered harder to achieve than relatively more affluent areas	Consider which organisations (health, education, Police etc) can come together to use sport as a vehicle to engage with harder to reach sections of the community, leading to improved engagement. Ensure any actions are monitored and evaluated as part of improved data handling.	Public Health, Police, TDC	Medium	Provide