

SOUTH STAFFORDSHIRE COUNCIL INDOOR SPORTS FACILITIES STRATEGY

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QUALITY, INTEGRITY, PROFESSIONALISM

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PART 1 INTRODUCTION

This is the South Staffordshire Indoor Sports Facilities Strategy (ISF) for the period 2019-2037. Recommendations draw upon the Needs Assessment Report 2019, researched and prepared between September and November 2019 by specialist sport and leisure consultancy, Knight, Kavanagh and Page Ltd. (KKP).

Both the Assessment Report and the Strategy have been prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities - Guidance) and in consultation with South Staffordshire District Council (SSDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

1.1: The purpose

The overall aim of the ISFS is to locate the right sport and physical activity facilities in the right places to ensure that the maximum number of local people take part in regular, meaningful physical activity. SSDC has a stated aspiration and need to consider its facilities planning, particularly in the context of its growing population and the changing economic and demographic profile of the area.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of community-based leisure, physical activity and sport facilities that South Staffordshire residents require. It provides a concise, robust, comprehensive and up-to-date evidence base for the preparation of the emerging Local Plan review and set out a strategic and action planned approach to the enhancement of existing and creation of new sporting provision.

This will ensure that residents have the opportunity to be physically active and healthier and, where appropriate, develop their physical, sporting, health and wellbeing ambitions within their local community. This is one component of a wider suite of strategies which includes the Authority Playing Pitch Strategy (PPS).

1.2 National strategic context

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

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

Sport England: Towards an Active Nation (2016)

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

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

Increasing participation in sport and physical activity and the health and wellbeing benefits delivered are key drivers for Sport England and partners. It places particular emphasis on getting the inactive active and targeting interventions at under-represented groups.

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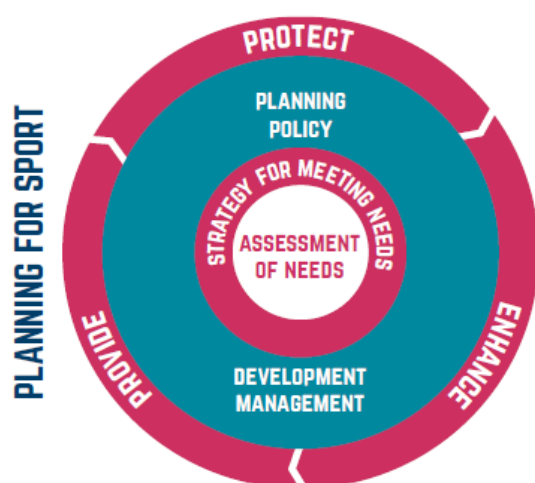
Sport England's planning aim

Sport England's aim in working with the planning system is to help provide active environments that maximise opportunities for sport and physical activity for all, enabling the already active to be more so and the inactive to become active. This is supported by the planning objectives of Protect, Enhance, Provide:

Table 1.1: Sport England Planning objectives

Protect	Enhance	Provide
To protect the right opportunities in the right places.	To enhance opportunities through better use of existing provision	To provide new opportunities to meet the needs of current and future generations.
Existing provision should be protected unless an assessment has demonstrated there is an excess of the provision and the specific buildings or land are surplus to requirements; or the loss 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 benefits of which clearly outweigh the loss of the former or current use.	The use of existing provision should be optimised, for example, through quality, access and management improvements supported by appropriate ancillary facilities.	Appropriate new provision that meets needs and encourages people to play sport and be physically active should be provided by adapting existing places and through new development.

Figure 1.1: Sport England's Planning for Sport Model



It is supported by 12 planning-for-sport principles. These are targeted at helping the planning system to contribute to sustainable development by fulfilling the key role the National Planning Policy Framework (NPPF) highlights it has to play in creating strong, vibrant and healthy communities.

Applying them will ensure that the planning system plans positively to enable and support healthy lifestyles, delivers community and cultural facilities and services to meet local needs, and provides opportunities for all to experience the benefits that taking part in sport and physical activity brings.

The 12 principles are applicable to all areas of the planning system at all levels, for example strategic, local authority and neighbourhood planning levels. As such they are of relevance to all involved in, or looking to engage with, the planning system.

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Figure 1.2: Sport England's 12 Planning Principles



1.3 Local strategic context summary:

SSDC is committed to improving the health and wellbeing of its residents and understands the relationship between physical activity and health and wellbeing. It underpins this commitment in its Corporate and Local plans. Further, there is full recognition of the importance of working in partnership with other agencies to deliver opportunities given the geographical and access issues encountered within the District.

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“Your Council supporting Your Place and Your Communities”

The Council Plan 2016-2020 communicates the commitments it has made to its residents. The values underpinning the plan relate to it being a customer focused organisation which delivers value for money and has an emphasis on working in partnership with other bodies. Table 2.1 identifies its themes, objectives and focus areas for 2016-2020.

Table 1.2: Council priorities:

Theme	Objectives	Focus
A skilled and prosperous district	Supporting and growing existing businesses. Attracting and supporting new businesses. Enhancing the skills of residents.	Backing business development, supporting vulnerable people to move closer to work and self-sufficiency, opportunities for young people.
A safe and sustainable district	Protect the green belt Ensure a safe and clean environment. Aim to provide homes that people need.	Safeguarding the environment, reassuring residents, future housing meets local need.
A connected district	Easily accessible services Supporting communities A strong Voluntary and Community Sector	Making a positive difference to people's lives, achieving the 'Goodlife' by working together.

The South Staffordshire Efficiency and Income Plan 2017-2020

This supports delivery of the three priorities in the Council Plan. The refreshed Plan (2018/19) focused on financial stability, managing growth and doing things differently. To illustrate how it will deliver this, SSDC has introduced a Route Map with annual milestones based upon three key headings. It also changed the Plan's overall priority underpinned by the aim to move from a three-year balanced budget to a five-year balanced budget by 2020 and develop a workforce that looks to do things differently to help strengthen resilience within local communities.

South Staffordshire Efficiency and Income Plan – route map (1)

The Route Map

The E&I Route Map is designed around three key delivery strands:



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Route map (2)



Core Strategy Development Plan Document (adopted December 2012)

This shapes a sustainable future for South Staffordshire, it replaces the 1996 Local Plan and sets out the spatial planning strategy for the District up to 2028. It includes a number of statutory and non-statutory documents that together set out planning policies and proposals to guide the development of the District. It comprises seven strategies:

Table 1.3: Structure of strategic objectives

Strategy	Objectives
Spatial Strategy	<ul style="list-style-type: none"> ◀ The overall approach to the provision of new homes, jobs, community facilities and infrastructure and outlines the broad strategic direction that will be followed for managing change and development in the District to 2028.
Environmental Quality	<ul style="list-style-type: none"> ◀ Maintain high standards of cleanliness on the streets and open spaces and take robust action to deter and reduce instances of environmental crime (littering, dog fouling and fly tipping). ◀ Reduce the impact on climate change and prepare for its effects. ◀ Ensure that residents have access to a diverse range of open spaces suitable to meet their needs. ◀ Protect and enhance South Staffordshire's natural and built environments and distinctive landscape. ◀ Minimise the amount of waste sent to landfill.
Housing	<ul style="list-style-type: none"> ◀ Maintain the sustainability of local villages. ◀ Ensure the supply of the right type of housing in the right locations. ◀ Reduce and prevent homelessness. ◀ Target poor quality housing and ensure that everyone has access to a decent house. ◀ Ensure that a variety of housing options is available for our most vulnerable residents.
Economic Vibrancy	<ul style="list-style-type: none"> ◀ Increase the range of employment opportunities. ◀ Support and develop the key business sectors. ◀ Update the Core Strategy DPD Adopted December 2012. ◀ Equip local people with the skills businesses require. ◀ Attract new businesses and services into the area. ◀ Improve access to services and jobs. ◀ Deliver appropriate affordable and aspirational housing.

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Strategy	Objectives
Community Safety	<ul style="list-style-type: none"> Reduce violent crime; including actual bodily harm and alcohol fuelled violence. Improve road safety. Reduce anti-social behaviour; including criminal damage and vehicle related nuisance. Reduce business crime; including domestic burglary and distraction burglary. Reduce vehicle crime – including theft of, and theft from, vehicles.
Health and Wellbeing	<ul style="list-style-type: none"> Support older people to stay healthy and independent. Promote healthy lifestyles to/for adults and young people. Reduce health inequalities.
Children and young people	<ul style="list-style-type: none"> Improve access to services. Ensure that the voices of children and young people in the District are heard. Ensure that families and parents are engaged with services.

Local Plan review

SSDC is currently undertaking a review of its Local Plan. The Issues and Options Consultation (held in Autumn 2018) identified a suggested level of growth to plan for in the District of approximately 9,000 homes. This included five different high-level growth options for where growth could be located. Subsequently, in October 2019 SSDC consulted on its Spatial Housing Strategy and Infrastructure Delivery (SHSID) consultation where it proposed an infrastructure led strategy. Preferred sites and draft developmental management policies are being progressed in preparation for the Preferred Options Consultation in 2020.

Sports Facilities and Playing Pitch Strategy 2013-2028

This provided recommendations in terms of specific sports facilities, usage and condition. This report, the subsequent strategy and the corresponding playing pitch needs assessment and strategy will supersede the 2013-28 report.

Active Partnership - Sport Across Staffordshire and Stoke-on-Trent Strategy 2018-2021

Active partnerships are locally based strategic organisations which recognise that activity levels are affected by a complex system of influences and no single organisation or programme creates sustainable change at scale. By adopting a collaborative whole system approach, they seek to make active lifestyles the social norm for everyone and address levels of inactivity in society. SASSOT's priorities for the next three years, outlined below, are to:

- Increase the percentage of the population taking part in physical activity at least twice a month. (Active Lives).
- Decrease the percentage of people physically inactive (Active Lives).
- Increase the number of people volunteering in sport at least twice in the last year (Active Lives).
- Increase the gross value added (GVA) of sport in Staffordshire and Stoke-on-Trent (Economic Value of Sport local model).

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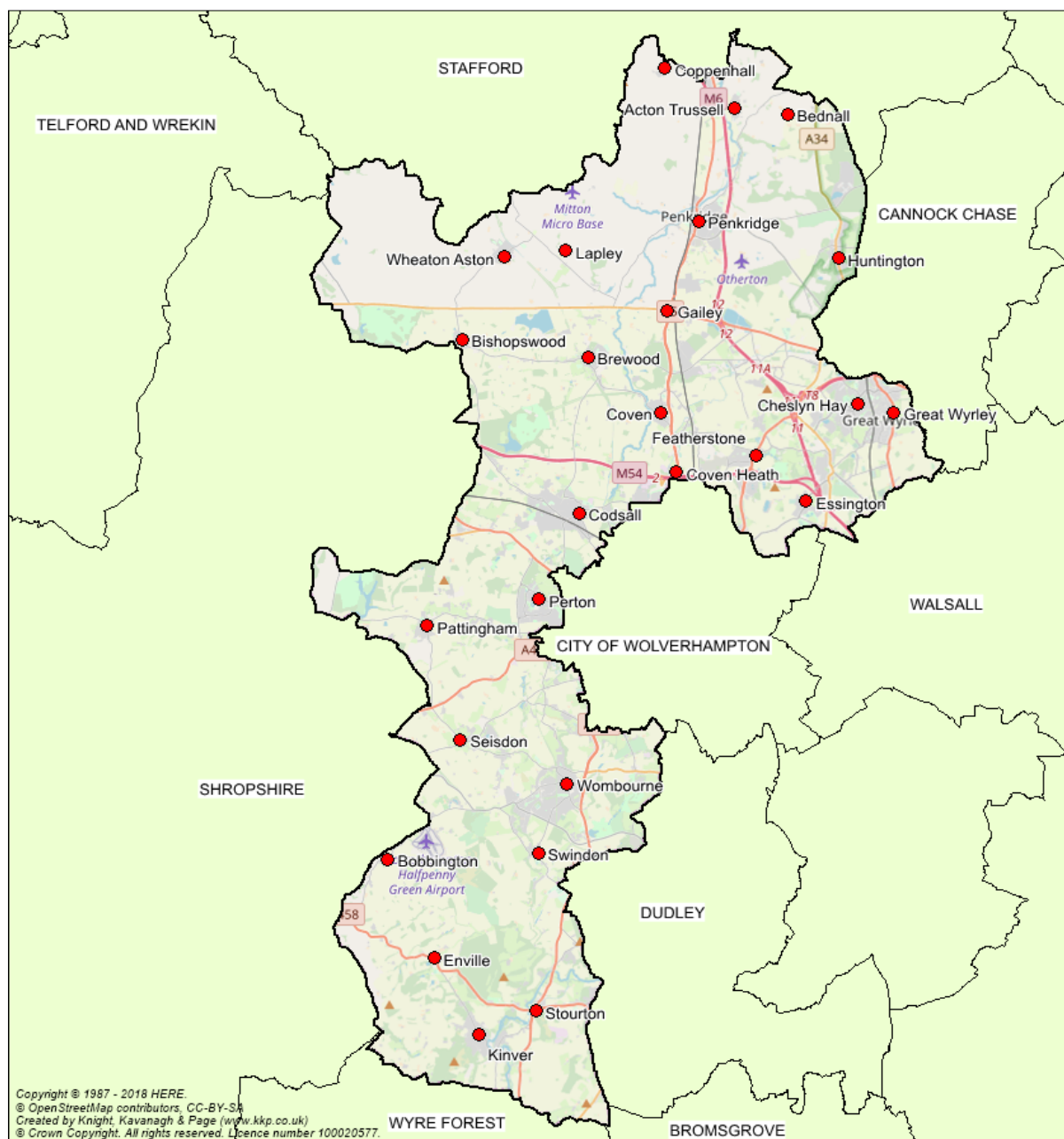
PART 2: LOCAL AREA CONTEXT

2.1 About South Staffordshire

South Staffordshire is a rural district covering an area of 40,000 hectares on the north-western edge of the West Midlands conurbation. It is 80% Green Belt and comprises 27 parishes with a collection of settlements ranging from small hamlets to large villages. There is no dominant settlement in South Staffordshire.

The total population of South Staffordshire is 112,126 of which 56,163 are males and 55,963 are females.

Figure 2.1: South Staffordshire with main roads



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As is illustrated in Figure 2.1 South Staffordshire is surrounded by eight other local authorities. It is centrally dissected from east to west by the M54 and from north to south (in the north of the district) by the M6. The map depicts how key transport routes including the M6, M54, A5, A458 and A449 run with routes in and out of Wolverhampton also having a primary bearing.

Population projections

The most recent ONS projections indicate a rise of 4.3% in South Staffordshire's population (+6,720) over the 21 years from 2016 to 2037. One of the most notable features of this is the progressive rise in the number of 0-15 year olds, rising by +638 (+3.7%) over the first half of the projection (to 2026). By contrast, there is predicted to be decline in the number of 16-24 year olds. There is a continuous increase in the numbers of persons aged 65+. While this age group represented 23.8% of South Staffordshire's population in 2016, it is projected to account for almost one third (31.6%) of the total by 2037. In addition, there is the consideration to be made in relation to the increase in population from housebuilding.

2.2: House building and policy

Currently, as of December 2019, the District's emerging Local Plan Review housing target is 8,845 dwellings over the 2018 – 2037 period. This can be broken down into three elements;

- ✦ Housing completions in the 2018/19 monitoring year: **273** dwellings.
- ✦ The Governments' standard methodology needs for the District 2019 – 2037 is **4,572** dwellings. This is calculated as 254 x 18 (average annual growth in households from the next 10 years projections including the affordability multiplier x the entirety of the remaining plan years).
- ✦ Contribution to unmet Greater Birmingham Housing Market Area housing needs 2019 – 2037 is **4,000** dwellings.

The District's average household size (as of the 2011 Census) was 2.39 persons per dwelling¹. Multiplying likely household growth (8,845 dwellings) by this figure would give a likely population growth in South Staffordshire of 21,139 people between 2018 and 2037. This is, however, considered a best guess estimate, and there is insufficient information to confidently estimate when, within the plan period, population growth will be at its most rapid. Once sites are chosen to deliver the required level of housing growth, the District will then be in a better position to estimate the likely peaks and troughs in housing (and therefore population) growth over the Plan period.

Projection implications

Increases in population are likely to lead to increases in demand for facilities. Monitoring of the growth throughout the Plan period will be required to ensure that the needs of the residents can be met from the existing stock. Should the anticipated 8,845 houses (21,139) be developed, additional local facilities and amenities are likely to be required.

¹ See Table 2.1 of the 2017 SHMA part 2
<https://www.sstaffs.gov.uk/doc/176337/name/SHMA%20Pt2%20-%208th%20June%202017.pdf/>

Summary of the demographic profile

One key issue is how the ageing population chooses to use its leisure time (as it is rising from just under a quarter to nearly one third of the population); this may well lead to changes in levels of demand for different activities. It is reasonable to assume that demand for sports facilities and physical activity opportunity will increase in areas where housebuilding is planned.

The importance of ensuring that the proportion of the population which is currently active remains so and that more of the presently inactive become active (sustaining and improving the general health of the local population) will become increasingly relevant. Indoor and built facilities, and programmes of activity therein, need to be capable of adapting to any changing demands and needs associated with demographic change.

2.3: Planning policy

National Planning Policy Framework 2019

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how they should be applied. It provides a framework guiding the preparation of development plans documents, associated evidence base and supplementary planning documents. It is also a material consideration which should be taken into account when determining applications for planning permission.

The importance of *promoting healthy communities* is a key focus of the NPPF in achieving sustainable development. The NPPF states that the overarching social objective of the planning system is: *to support strong, vibrant and healthy communities by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and which support communities' health and social and cultural wellbeing*

Supporting the core objective, the NPPF states how the planning system should plan positively to achieve healthy places and provide the social, recreational and cultural facilities and service the community needs. This includes:

- ◀ Enabling and supporting healthy lifestyles especially where this would address identified local health and wellbeing needs, for example via the provision of safe and accessible green infrastructure, sports facilities, local shops, access to healthier food, allotments and layouts that encourage walking and cycling.
- ◀ Planning positively for provision and the use of shared spaces, community facilities (including sports venues and open space) and other local services.
- ◀ Taking into account and supporting the delivery of local strategies to improve health, social and cultural wellbeing for all sections of the community.
- ◀ Guarding against unnecessary loss of valued facilities and services.

It is, essential that SSDC, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to its wider sport and physical activity aspirations and those of its partners. The approach taken to this is pivotal to strategy delivery over coming years.

PART 3: NEEDS ASSESSMENT FINDINGS

3.1: General findings:

South Staffordshire recognises the importance of its leisure facility stock to physical activity, health and wellbeing and is committed to its retention via the presumption (in Planning Policy) against any net loss of active sport and leisure in the authority. Overarching findings are that there is an imminent requirement for SSDC to more clearly determine and define the scale, location and quality of leisure provision the Authority wishes to provide for residents. This is based on the fact that the stock of Council owned and managed facilities in South Staffordshire is ageing, has received very limited investment and, as is best illustrated by the issues faced replacing pool plant and equipment at Penkridge Leisure Centre, is all below par in the context of quality, likely longevity and customer experience.

There will be a step change increase in population which will increase the numbers and proportion of older people aged 65+. One key issue is likely to be how an ageing population chooses to use its leisure time; this may well lead to changes in demand for different activities. As noted earlier, it is also reasonable to assume that there will be increased demand for sports facilities and physical activity opportunity in areas where housebuilding is planned.

The importance of ensuring that the proportion of the population which is currently active remains so and that more of the presently inactive become active (sustaining and improving the general health of the local population) will become increasingly relevant. Indoor sports facilities, and programmes of activity therein, need to be capable of adapting to any changing demands and needs associated with demographic change.

The principal opportunity/challenge for South Staffordshire is to ensure that its stock of facilities is fit for the future. There is a need to balance the needs of the core market of people already taking part in sport and physical activity, whilst ensuring the growth of existing or new activities which meet the needs of a more diverse and ageing population is enabled. There is a need to continue to maintain and increase good relationships with schools to ensure that facilities remain accessible to the community.

What do we know about facilities and activities in South Staffordshire?

Village halls

The audit identifies 33 village halls and community halls in the District. They are well distributed across the authority serving different communities. SSDC and partners need to support village and parish council committees to continue to offer, coordinate and publicise community spaces which contribute positively to the physical activity and health and wellbeing agenda.

SSDC should consider if and what support it can give to ensure that facility quality is improved and/or maintained. It should continue to support the work of hall management to secure external funding, improve volunteer skills and enhance the quality and effectiveness of facility management, programming, and finance of these halls.

Sports halls

There are 20 sports halls with 46 badminton courts. This includes nine sports halls with 3+ courts, which comprise three 5-court halls and six 4-court halls.

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The main population settlements are all serviced by sports hall facilities. Sports halls in the north of the authority tend to be of lower quality than those in the south. Most of the sports halls in South Staffordshire are 30 years+ in age and require investment. There is a requirement to improve the standard of those identified as below average whilst maintaining the quality of those which are presently above average or good.

Schools relationships with both SSDC and local clubs are relatively strong but there is a need to maintain this to ensure continued usage and create room for increased use of sites. Currently, there is no sports hall availability in the daytime due to all of them being located on education sites. Availability of facilities at this time is likely to become increasingly important given the projected growth in the number and proportion of older people in the District and the increasing population in general.

There is a substantial current reliance on facilities in adjoining authorities to cope with existing demand in South Staffordshire and a need for SSDC to plan for and play its part in ensuring that the needs of district residents continue to be met. There is, in this context, a requirement to consider the long-term strategy for the provision, maintenance, renewal and use (especially day-time use) of sports halls across the District.

Swimming pools

There are seven swimming pools in the area, six are main pools and there is one teaching/learner pool. All the main pools are 30+ years old; a significant age for such facilities. Four main pools are located at leisure centre sites and offer pay and play availability.

The swimming pool at Penkridge Leisure Centre is of poor quality and is in urgent need of replacement. It was temporarily closed (July- November 2019) due to issues with the plant and a lack of availability of parts (a problem which reportedly relate directly to its age). The other public swimming pools in South Staffordshire are also in need of modernisation and quality improvement. All this will necessitate significant investment.

Sport England's Facilities Planning Model (FPM) indicates that a replacement pool facility at, or replacing, Penkridge Leisure Centre should be a minimum of a 6-lane x 25m. It also suggests that Penkridge is the best location for such a facility. The FPM and audit both agree that consideration should be given to the concurrent installation of a learner/teaching pool to enhance the programme and offer and improve facility viability.

A long-term strategy for the replacement of swimming pools across the authority is essential.

Health and fitness

There are 14 health and fitness gyms in the authority, ten have 20+ stations. There are 40 health and fitness gyms with 20+ stations in neighbouring authorities, 13 of these offer pay and play opportunity and 14 are of significant size (with 100+ stations). They are almost certainly attracting some use from SSDC residents and catering for the some of the fitness demand in the area. There does not appear to be an overall (demand-case based) need for additional health and fitness provision at present or in the future (up to 2037).

However, the importance of the financial contribution that health and fitness facilities can make to the viability of (and to enable) other public accessible facilities as swimming pools is an important facet. Development of health and fitness facilities which are not in the local authority domain, may draw surplus-generating custom away from, and thus increase financial pressures on, SSDC owned facilities.

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There is a need to ensure that health and fitness facilities cater fully for the full range of different market segments within the SSDC community and, in particular, to ensure that harder to reach groups and people with specific health needs are able to access facilities.

There is insufficient changing provision at Codsall Leisure Centre to accommodate both the school and the community. Additional provision is required to serve the health and fitness members during the school day when the dry side changing is in use by the school.

Other sports facilities:

Squash – Squash is relatively well catered for in the area. The number of courts will reduce from ten to eight, in the near future, due to the planned closure of the two courts at Codsall Leisure Centre. When this occurs, pay and play options within the district will only be available at Hatherton House Hotel. There are, however, 33 courts across 11 sites located within two miles of the local authority boundary. Ten courts (at five sites) within adjoining authorities offer pay and play availability.

Gymnastics – there is a need to ensure gymnastics provision is available at leisure centres to cater for recreational demand. Improving the quality of sports halls should contribute to improving the quality of gymnastics facilities. There is no dedicated provision in the area, so residents are required to travel to adjoining authorities should they wish to progress within gymnastics. Consultation indicates a need to increase the numbers in the local coaching workforce to develop the sport in the area. There is a need to support clubs as they look to do this and to work with the volunteers who support and underpin existing provision to enable future expansion.

Indoor bowls – There are no indoor bowls facilities in South Staffordshire. The English Indoor Bowls Association is keen to explore ways in which a purpose-built indoor bowls facility could be built locally given the increasing number and proportion of older residents. There are four operational centres within 30 minutes' drive of South Staffordshire. The audit did not find any latent demand for an indoor bowls facility. Other formats of the game are being played in small halls e.g. short mat bowls.

PART 4: GENERAL STRATEGIC RECOMMENDATIONS

This is SSDC's vision for sport and leisure provision in the area that builds on the conclusions identified in the Indoor Sport Facilities Needs Assessment Report. This Strategy sets the vision and objectives for SSDC's physical infrastructure for the period 2017 to 2037. It considers all of the area's community sport and leisure assets required to ensure SSDC has a 'fit for purpose' network of facilities to enable residents to be as physically active as possible.

The Strategy does not focus solely on the condition, replacement and refurbishment of various leisure assets in the area; it also considers how these should be put to the best use in order that they contribute to the objectives identified within South Staffordshire Council Plan "Your Council supporting Your Place and Your Communities" and Core Strategy Development Plan Document, which shapes a sustainable future for South Staffordshire.

SSDC's vision is:

"To create high quality, sustainable leisure and sports facilities which meet community need, increase participation, help tackle health and age issues and provide accessible, inclusive activities for South Staffordshire residents as part of an active lifestyle."

The strategic recommendations have been identified to deliver the above. They provide strategic direction for SSDC, its partners and stakeholders which provides facilities and opportunities for residents to pursue sport and recreation as a means to engage in physical activity. The strategic objectives are as follows - to:

- ✦ Develop a fit for purpose swimming pool at Penkridge Leisure Centre.
- ✦ Map out a long-term masterplan for replacement of the Authority's public leisure centres.
- ✦ Use the development and upgrade of facilities as a catalyst for SSDC to generate a wider and stronger focus on addressing health inequalities.
- ✦ Maintain and build upon the good relationships with colleagues in Education and schools to ensure that community use of facilities continues to be available and any upgrades and improvements to existing venues or development of new facilities are accompanied by appropriate, binding community use agreements.

4.1: Facility development

Public leisure centres facilities overview

Cheslyn Hay Leisure Centre – is located to the East of the District. It is a dual use leisure centre (opened in 1976 and refurbished in 2007). It has a 5-court sports hall (which is of below average quality) and activity hall. It is well used (operating above 80% capacity). It also offers a 6 lane 25m swimming pool (opened in 1980) which is currently operating at capacity. It too is considered to be of below average quality. The health and fitness gym (50 stations) is above average quality and there are plans to extend it to attract and accommodate increased fitness use. In total c. £1.9m of investment is required to address current maintenance issues and modernise the centre. Details can be found in Appendix 1.

Codsall Leisure Centre – also a dual use leisure centre, is located in the centre of the District. Its facilities are generally rated as above average quality. The audit found the 5-court sports hall (opened in 1954) to be busy but with some spare capacity. The swimming pool (refurbished in 2009) is reportedly very busy. It has a relatively small health and fitness facility with 30 stations.

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The main challenge is the limited changing facilities – which cannot accommodate the venue's health and fitness members during the school day. There are plans to convert the two squash courts to fitness studios to drive up levels of fitness use.

Penkridge Leisure Centre – is the most northerly dual use leisure centre in the District. Its 4-court sports hall (built 1988) is rated as being of below average quality and requires investment (lighting, flooring and painting). It is, reportedly, well used. The 40-station health and fitness gym and two studios are also below average quality. The main challenge is the 17m x 4 lane swimming pool (opened in 1988 and refurbished in 2007) which is of poor quality. It was recently closed for c.3 months due to difficulty in obtaining (outdated) parts for the plant room. Significant investment is required to address all the refurbishment issues faced at this facility – the cost of so doing has been estimated at c. £1.5million. Details can be found in Appendix 1.

Although located on the same site, the swimming pool and sports hall entrances at Penkridge Leisure Centre are separate which causes supervision challenges. The facility is neither economically nor environmentally efficient. There is a need to consider whether the best option is to refurbish or replace one or both of the current facilities. The longer-term option should take account of findings of the KKP audit and Sport England's FPM, which suggest the need for a 6 lane 25 m pool (to cater for current and projected future demand) as well addressing the lack of teaching water in the District via provision of a teaching/learner pool at this site.

There is a need to undertake/commission a feasibility study to determine the capital costs and likely revenue return benefits of developing a new leisure centre, which has at its heart a swimming pool(s), with sports hall and appropriate fitness and studio space. This would almost certainly offer potential to provide a return on investment (both financially and with regard to increasing participation and health and wellbeing) for South Staffordshire residents.

Wombourne Leisure Centre – The most southerly based leisure centre in the District, it attracts members from a wide catchment across the South of the area. It is a dual- use leisure centre with a 5-court hall (opened in 1975), a 6-lane x 25m swimming pool (opened in 1984) and a 40-station health and fitness gym with two studios. In total it is estimated that investment of c.£1.4m is required to address current maintenance issues and modernise the facility. Details can be found in Appendix 1.

Summary

Given the age and condition of the general stock there is a need to improve the quality of all Council-owned facilities. Initial studies indicate that three of the four centres require significant investment; in excess of £1 million each. The immediate concern is the swimming pool at Penkridge Leisure Centre although there is also a need to consider this within the context of the wider sport and physical activity offer and the need for a cross-district approach. The level of investment needed in each facility will need to be further tested and determined on the basis of the following:

- ◀ Changing strategic need (taking account of potential changes in neighbouring authorities).
- ◀ The current community infrastructure within the overall district and each local area.
- ◀ Planned additional housing and population growth in the district and specific local areas.
- ◀ The opportunity to, or suitability of specific site for, co-location with other forms of health/ community provision.
- ◀ The ability to link the management/operation/supervision of indoor and outdoor facilities and active places.
- ◀ The financial challenges faced by SSDC.

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- ◀ The capital cost of any development.
- ◀ The revenue implications of the proposed infrastructure.
- ◀ The potential for external funding.
- ◀ The affordability and business case for individual, and potential overall, development.

Each infrastructure project will require extensive review and input from a range of partners in order to determine the most appropriate local solution and best fit for the Authority as a whole. However, the key driver for the Strategy is to ensure that the Council does not just consider the re-provision of leisure facilities in isolation and that the potential to include a wider range of community facilities is also considered. Paramount to this are the links between physical activity and health and assessing whether and how provision for these could potentially co-locate to improve services and interventions for priority groups within the community.

Strategic recommendation 1: Replace Penkridge Leisure Centre Swimming Pool with a new fit for purpose swimming pool as part of an improved leisure centre offer, which meets the needs of the residents.

The Needs Assessment confirms the urgent requirement to replace the swimming pool at Penkridge Leisure Centre, the current pool is operating beyond its anticipated life expectancy and requires replacement. It needs increasingly substantial investment and time to keep it operational which is becoming a major challenge. In addition, the sports hall and health and fitness offer are below needs assessment based standards and simply cannot match 21st century customer expectations. It is preferable to invest in new facilities rather than continue to *make do and mend* - essentially investing in facilities which do not (and will not) meet residents' current and future needs.

An argument has been proffered suggesting that 'bolting on' a new swimming pool to the current dry-side facility will be sufficient to address increasing demand for sport and leisure in the North of the District. This will not address the concurrent (albeit less imminent) requirement to substantively improve the dry-side facilities. Improving wet-side provision is (justifiably) likely to lead to increased expectations elsewhere. Improving financial performance via driving high levels of higher value direct debit payments on combined health and fitness/swimming combinations and increases in swimming lessons will be a key factor in securing the improved financial performance that SSDC needs to occur.

Given this, serious consideration needs to be given to whether a bolt on swimming facility is the correct way forward or whether a modest size leisure centre including, for example, improved and extended health and fitness facilities, two studios and a sports halls will both drive additional participation and substantially improve the financial yield. Either way, a new swimming facility is required.

The proposal is that SSDC should (underpinned by a detailed feasibility study and lifecycle business plan) develop a modern fit for purpose environmentally and economically viable community sports hub, with integrated services providing economies of scale and cross fertilisation of activities and events. This should deliver:

- ◀ Reduced operational costs via co-location and integration of the swimming pool with the other indoor dry and outdoor sports facilities on site (i.e. the existing full-sized 3G FTP and grass pitches).
- ◀ Increased viability as a result of reduced running costs which will be a consequence of having more economical plant, using modern technology and operating with fewer staff.
- ◀ Improved security and management systems – primarily as a consequence of having a facility with a single entrance and the closer proximity of wet and dry sports facilities.

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Within the 20-minute drive time (industry standard) of Penkrige Leisure Centre there are four pay and play available swimming pools. Stafford Leisure Centre (Map ID:P1) and Codsall Leisure Centre (Map ID:24) are located on the extreme of this (20 minutes away), whilst Chase Leisure Centre (Map ID; P3) and Cheslyn Hay Leisure Centre (Map ID: 20) are closer to ten minutes' drive time away. Self-evidently the catchment areas of all of the sites shown overlap.

Figure 4.1: Pay & play pools within 20 minutes' drive time of Penkrige Leisure Centre

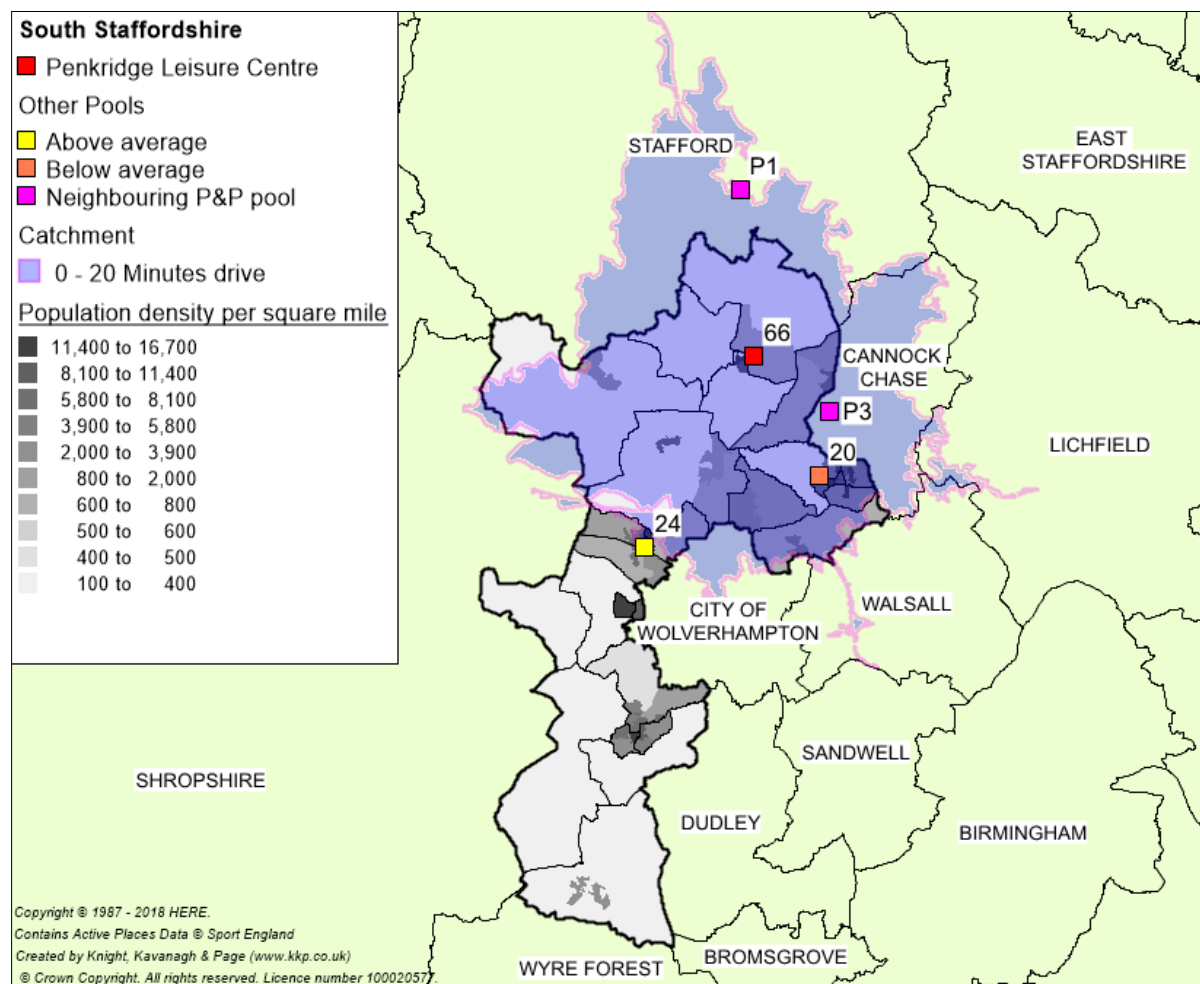


Table 4.1: Pay & play pools within 20 minutes' drive time of Penkrige Leisure Centre

Map ID	Service Area
66	Penkrige Leisure Centre
P3	Chase Leisure Centre
20	Cheslyn Hay Leisure Centre
24	Codsall Leisure Centre
P1	Stafford Leisure Centre

Using the same 20 minutes' drive time catchment mapping with the Penkrige Leisure Centre, at its epicentre, figure 4.2 and 4.3 indicate the service areas for the different swimming pools i.e., they show which pools the population is likely to use based on road networks alone (with and without Penkrige facilities), all other things being equal.

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Figure 4.2: Service area map of 20 minutes' drive time of PLC

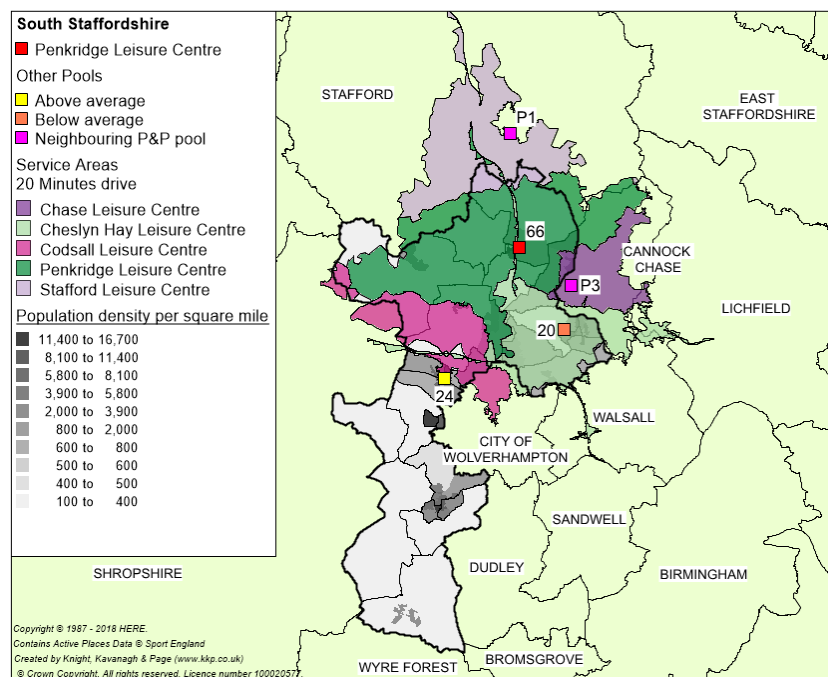


Figure 4.3: Service area map with PLC removed

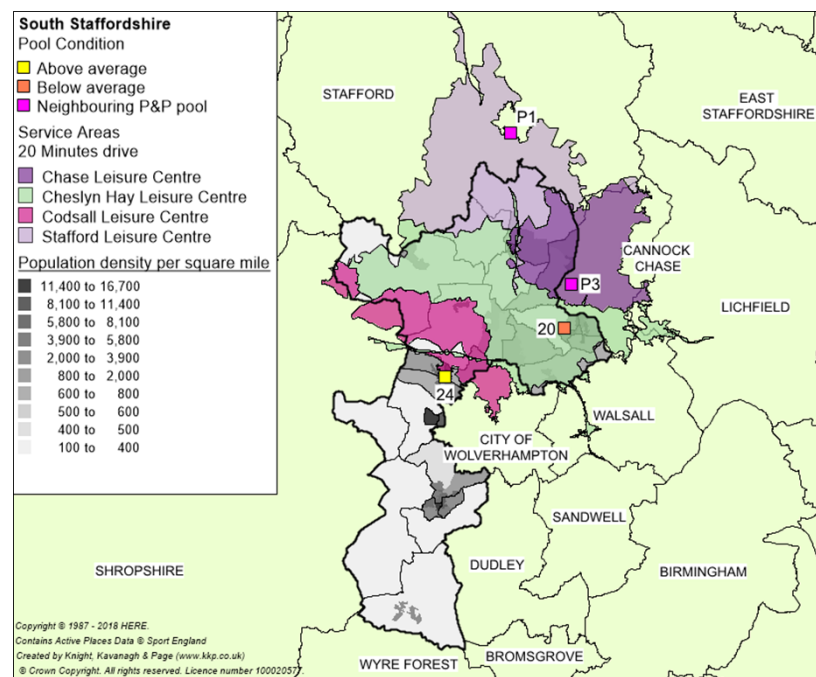


Table 4.2: Estimated populations within service areas and 20 minutes' drive of Penkridge Leisure Centre

Map ID	Service Area	Penkridge Leisure Centre 20 minutes' drive catchment population estimates (MYE 2017)				Impact % population (Persons)
		Persons inside	Population inside (%)	Persons inside	Population inside (%)	
66	Penkridge Leisure Centre	27,437	11.2%	-	-	-11.2% (-27,437)
P3	Chase Leisure Centre	65,159	26.6%	77,278	31.50%	+4.9% (+12,119)
20	Cheslyn Hay Leisure Centre	60,631	24.7%	70,821	28.87%	+4.8% (+10,240)
24	Codsall Leisure Centre	35,606	14.5%	36,079	14.70%	+0.2% (+473)
P1	Stafford Leisure Centre	56,513	23.0%	61,168	24.93%	+1.93% (+4,655)
Total		245,346	100.0%	245,346	100.0%	

Table 4.2 indicates that Penkridge Leisure Centre draws its users from c.27,500 people, which is 11.2% of the population within the 20 minutes' drive time of the facility. Should PLC close permanently, the service area analysis indicates that the majority of those people will attempt to use Cheslyn Hey Leisure Centre (4.9 – nearly half of the 11.2%) and Chase Leisure Centre (4.8 of the 11.2% - also nearly half). This equates to over 10,000 additional people wishing to use Cheslyn Hay and Chase leisure centres and c. 5,000 wishing to use Stafford Leisure Centre, all other things being equal.

Research indicates that Stafford Leisure Centre (Stafford) is already operating significantly above the Sport England benchmark of where a swimming pool is deemed very busy and uncomfortably full. Chase Leisure Centre is also currently operating above the benchmark and Cheslyn Hay is operating just under the threshold; the prediction is that it will be operating at the threshold by 2028.

These calculations do not include the predicted step change in population resulting from proposed housing growth (up to c.8,500 households in South Staffordshire). Should PLC close, it is, therefore, highly likely that some swimmers will look elsewhere but the swimming pools within the immediate travelling distance will not have the capacity to accommodate the potential increases in demand. Consequently, it may be that participation in swimming and participation in other aquatic disciplines will reduce significantly simply because of the absence of provision.

There is an absolute need to replace the swimming pool at Penkridge Leisure Centre. Initial studies suggest that this will cost in the region of c. £2.5 - £3.5m (for a 6-lane x 25m demountable swimming pool, associated plant, changing facilities, spectator facilities and storage). The real dilemma is whether to link it to the current dry-side facility at Penkridge (which will also need significant investment) or build a new leisure centre incorporating a mix of health and fitness facilities, studios and sports hall. A feasibility study is required to evaluate and confirm the preferred route forward.

Strategic recommendation 2: Long term strategy for the replacement of leisure centres and wider sporting infrastructure

Taking account of the immediacy of the Strategic Recommendation 1 with regard to the swimming pool at Penkridge Leisure Centre, there is also a requirement for major investment in other facilities over the life of this Strategy.

Improving the quality of sports and leisure facilities on offer in South Staffordshire should reduce the Authority's dependence on neighbouring authorities and, in time, the number and proportion of residents' use which is exported to facilities in adjoining districts. Given the size and scale of the facilities in neighbouring areas, local facilities will need to be significantly enhanced and of a much higher quality than they are at present to compete.

The planned increase in housing will create a supplementary requirement to ensure that there is sufficient infrastructure in place to meet increased sports facility demand.

There is, as a consequence, an urgent requirement for SSDC to more clearly determine and define the overall scale, location and quality of leisure provision the Authority wishes to provide for residents. In the longer term, a fit for purpose network of better-quality indoor sports facilities in strategic locations to meet the sport and physical activity needs of communities in South Staffordshire is required.

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These need to be designed to:

- ◀ Operate more effectively and efficiently.
- ◀ Make the most of options to exploit partnership opportunity.
- ◀ Meet requirement to (at least) maintain current levels of swimming opportunity.
- ◀ Secure investment in facilities which offer multi-use and flexible spaces, providing for physical activity as well as sporting opportunity.
- ◀ Ensure that all facilities take account of accessibility and availability issues which ensures their availability to strategically identified targeted groups.
- ◀ Fully utilise opportunities to engage with other services and create multi agency hubs via co-location of services with partners including 3rd sector organisations, where possible.
- ◀ Be underpinned by work with colleagues in Education to ensure that improvements to schools-based sports facilities are accompanied by effective long-term community use agreements (building upon, improving and 'firming up' current dual use arrangements).
- ◀ Use development of new/improved facilities to catalyse a focus on health inequalities.

It is recognised that SSDC will not start with a blank canvas but will need to build upon the current facilities and their locations. If possible, the Council should not just consider the re-provision of leisure facilities in isolation but include a wider range of community facilities, where possible. Paramount are links between physical activity and health and assessing how these two key community services could potentially co-locate to improve services and interventions for priority groups within the community.

Key to its strategic rationale is determining what the Council wishes to be responsible for and what it can do, taking account of current financial constraints. For example, gymnastics is popular but has only one club operating in the District. Gymnastics activity takes place at all three public leisure centres but there is no dedicated facility in the Authority. Aspiring gymnasts must use facilities and clubs outside the Authority to further their careers. Should the Council choose to, there is the potential to support club development, in the first instance, via coach and volunteer development and then via planning policy to help find an industrial unit or other appropriate facility which could be developed to become a dedicated centre. This would free up time at the public leisure centres to develop more early years gymnastics or to offer different sports and physical activity opportunities to the resident population.

In the first instance, SSDC needs to invest in its own facilities in order to ensure they are fit for purpose for the 21st Century (e.g. welcoming, clean, attractive, flexible spaces, offer a wide programme, the ability to learn to swim, and are cost-effective to manage and operate etc) and that they can accommodate increases in population.

It is, thus, suggested that concurrent with strategic recommendation 1, the Council commissions an overall District masterplan and feasibility study to consider the nature, scale, location and required levels of investment in the future provision serving all main settlements.

Strategic recommendation 3: Use the development and upgrade of facilities as a catalyst for SSDC to have a wider focus on health inequalities.

The development and improvement of facilities in South Staffordshire, either via replacement or the creation of new/additional facilities, presents an opportunity for the Council to review its current health and wellbeing offer. SSDC owned facilities need to continue to contribute to reducing health inequalities and ensure they are fully accessible to, and used by, people from harder to reach communities and by older people.

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Health and wellbeing is a strategic priority so it is necessary to ensure the active remain so and the inactive become active, particularly those living in more rural areas of the District.

There is a need for leisure centres to be more than just places where those residents with a propensity to participate in physical activity can do so. The identified vision for the community sport and physical activity infrastructure is that facilities will be part of a wider health and wellbeing offer.

It is recognised that The Good Life currently delivers a wide range of physical activity programmes on behalf of health partners. However, there will be a need and an opportunity to drive these even further given the predicted population increases alongside the changing and ageing demographic in the District.

This will entail development of wider relationships and networks beyond the walls of its facilities in order to fully engage with appropriate partners and communities. This will require the Council to develop business models which recognises that high-income generating activity needs to cross subsidise other forms of physical activity intervention with targeted groups so as to enable the Council and partners to meet their formally stated ambitions to address and target health inequalities.

Strategic recommendation 4: Continue to review where and by which agency, sport and physical activity is delivered to meet the needs of existing and new residents.

In looking to ensure that the needs of residents continue to be met whilst relying on neighbouring authorities for provision of facilities and given the high levels of import and export, SSDC should keep a watching brief on facilities in neighbouring authorities. Changes to provision may significantly affect SSDC residents.

The programme offer will also need to be enhanced to ensure the needs of the residents are met, this includes developing a daytime programme to meet the needs of the growing number of older residents and a modern, attractive peak time programme that is in line with competitors currently attracting SSDC residents.

Building on the current limited but valuable *in situ* activity, consider how to better cater for those living in more rural locations and how they access sport and physical activity in both the short and long term.

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PART 5: PRIORITIES AND ACTION PLAN

5.1 Priorities

The following action plan provides, in priority order, an overview of the priorities in South Staffordshire and a framework for officers and members to work with in order to deliver a network of indoor sports facilities that contribute to meeting the wider needs of South Staffordshire's residents:

Priority	Recommendation	Action	Responsibility	Timescale
A	Strategic Recommendation 1: Replace Penkridge Leisure Centre Swimming Pool with a new fit for purpose swimming pool as part of an improved leisure centre offer, which meets the needs of the residents.	SSDC to agree the need to replace Penkridge Swimming Pool. Commission a feasibility to determine exact development needs at Penkridge. The feasibility and master plan should include consideration of a 'bolt on' to the existing dry-side facility and/or whether it will be more economical to replace completely. Continue to work with planners to track housing development plans in the District to ensure that they are taken into account in all proposals and plans for leisure services and facilities. Agree with partners and stakeholders how the development of a new facility can be delivered. Determine whether other partners (i.e., health, wellbeing or medical practitioners) can be part of a wider integrated healthy living offer. Agree an implementation timeline for the new facility and assess the impact on the current one (e.g., can it remain open whilst building work starts and continues).	SSDC, Swim England, Sport England, health partners	Short
B	Strategic Recommendation 2: Develop a long-term strategy to replace/ refurbish SSDC's leisure centres. In line with the development of new homes in South Staffordshire, investigate the potential to develop a	Leisure and Community Services to determine the need and timeline for investment in dual use facilities across the District including: <ul style="list-style-type: none"> Cheslyn Hay Leisure Centre Wombourne Leisure Centre Consider how to engage with health and wellbeing and other third-party stakeholders to ensure buy-in and improve the offer. Having determined the immediate investment requirements for Cheslyn Hay and Wombourne leisure centres, consider how this might	SSDC, developers, Staffordshire Education department, relevant NGBs, Health and wellbeing partners	Short – medium

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Priority	Recommendation	Action	Responsibility	Timescale
	strategically significant community sport and wellbeing network to serve the District.	<p>impact on the wider health and wellbeing of the community with a view to working in partnership with health partners.</p> <p>Continue to work with planners to track housing development plans in the District to ensure that they are taken into account in all proposals and plans for leisure services and facilities.</p> <p>Discuss (enable) a financial contribution from developers to help towards funding the identified improvements.</p> <p>Consider whether improvements can be made to local transport and access networks to ensure that all communities have access to SSDC's network of facilities.</p>		
C	Strategic Recommendation 2: Work with local gymnastics clubs to assess the potential to develop a permanently dedicated gymnastics' facility for the area.	<p>Liaise with British Gymnastics and the local gymnastics club to determine the feasibility of developing a permanent gymnastics facility in South Staffordshire.</p> <p>Consider if it is feasible to incorporate gymnastics provision into one of the other proposed developments in South Staffordshire.</p>	SSDC, Gymnastics Clubs	Medium
D	Strategic Recommendation 3: Work with village halls and parish councils to help them offer as wide as possible a programme of activities which supports the district physical activity offer.	<p>Investigate the feasibility of supporting communities to improve village halls/community centres etc. This could encompass a 'minor works' investment plan to address key issues appertaining to the condition and presentation of some of the more significant community/village hall facilities.</p> <p>Enable delivery of new community hall facilities on key residential site developments to help develop sustainable self-reliant communities.</p> <p>Discuss (enable) financial contribution(s) from developers to secure the community hall provision identified above.</p> <p>Concurrently support village hall and parish council committees to offer, coordinate and publicise community spaces which contribute positively to the physical activity and health and wellbeing agenda.</p>	SSDC, Village hall committees	Medium

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Priority	Recommendation	Action	Responsibility	Timescale
E	Strategic Recommendation 3: Use the development of new facilities as a catalyst to require The Good Life to adopt a more proactive wider focus on health inequalities.	<p>Agree wider health and wellbeing objectives for The Good Life in line with the development of new facilities.</p> <p>As the new facilities come on stream, agree new financial targets to challenge management to increase volume direct debit memberships and achieve a position of zero subsidy.</p> <p>Determine the level of investment in physical activity interventions in line with the improved revenue position for the operation of the facilities (i.e. offset one with the other).</p>	South Staffordshire Council -The Good Life	Medium - long
F	4: Continue to develop sport and physical activity to meet the needs of existing residents and new residents.	<p>Monitor usage at leisure centres to build understanding of the different market segments using the facilities (and, by definition, who is not).</p> <p>Review programming and pricing to ensure that hard to reach groups are able to access programmes and facilities.</p> <p>Work with active village halls and community centre organisations to obtain a full understanding of that they offer, when and to what level of quality - ensuring complementary programmes of activity.</p> <p>Work with health and wellbeing organisations to ensure joint targets are set and met in meeting existing residents needs and aspirations.</p>	The Good Life	Short

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5.2: Site by site action plan

The following actions are relative to the overall management and programming of key facilities in SSDC. Short term actions - 1-2 years; medium- 3-5 years; Long term- 5-10 years. Sport England's aim in working with the planning system is to provide places that maximise opportunities for sport and physical activity for all, enabling the already active to be more so and the inactive to become active. This aim is supported by three objectives:

- ◀ **Protect** - To seek to protect the right opportunities in the right places.
- ◀ **Enhance** - To enhance opportunities to be active through better use of existing provision.
- ◀ **Provide** - To provide new opportunities to meet the needs of current and future generations.

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

Facility	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Cheslyn Hay Leisure Centre* Management: The Good Life Enhance	Built in 1976 and refurbished in 2007, it has a 5-court sports hall and activity hall. It is considered below average quality and is well used (operating above 80% capacity). It also has a 6 lane 25m swimming pool which was built in 1980, below average quality. The health and fitness gym (50 stations) is above average in quality and there are plans to extend the facility.	<ul style="list-style-type: none"> ◀ Continue to invest in the facilities to improve and maintain the quality. ◀ Extend the fitness offer. ◀ Continue to maintain good relationships with the Academy. 	The Good Life, SSDC	Short	High
Codsall Leisure Centre* Management: The Good Life Enhance	Built in 1954 this facility has a 5-court sports hall (above average) with capacity to increase its use. The 4-lane 25m swimming pool (refurbished in 2009) is reported to be very busy (98% capacity). Thee 30-station health and fitness gym is above average. Studios are below average in quality. The main challenge is the lack of changing facilities to accommodate school and community usage. There is planned conversion of the two squash courts to studios.	<ul style="list-style-type: none"> ◀ Increase range of sports hall activities. ◀ Address the lack of changing facilities for the fitness gym users. ◀ Improve the quality of the studios. 	TGL, SSDC	Short	High

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Facility	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Kinver High School Management: - inhouse Provide	Built in 1965, this is currently the oldest 4- court sports hall in the area. There is reported to be community use at the site, however, access was not obtained to assess. Consultation indicates planning permission is being sought for a new 4- court sports hall.	<ul style="list-style-type: none"> Replace the old sports hall with a new 4-court hall. Ensure continued community use of the facility is agreed with the school and a community use agreement is put in place to safeguard this. 	Kinver High School	Medium	High
Penkridge Leisure Centre* Management: The Good Life Provide	The 4-court sports hall (built 1988) is below average in quality and requires investment (lighting, flooring and painting). It is, however, well used. Health and fitness provision is below average in quality. The swimming pool goes from crisis to crisis. A new facility is required- see strategic recommendation 1 above.	<ul style="list-style-type: none"> Short term investment is required to enable PLC to stay open. Feasibility of swimming across South Staffordshire is required- see Recommendation 1 above. 	SSDC, Sport England, TGL.	Short	High
St Dominic's Brewwood Management: - inhouse Enhance	Offering limited community use (20 hours), the sports halls (4-court and activity hall) are both below average quality. The studio, however, is good quality. Consultation indicated it is fully booked. The main challenge is insufficient changing facilities on site.	<ul style="list-style-type: none"> There is a need to maintain and improve the quality of the sports hall. Consider increasing community available hours to accommodate demand. 	St Dominic's Brewwood SSDC,	Medium	Medium
The Rural Enterprise Academy Management: - inhouse Enhance	This good quality 4-court sports hall was built 2013. Consultation indicates that the sports hall is available for community use. It is, however, not currently used. The likely reason is its rural location.	<ul style="list-style-type: none"> Promote the opportunity to hire the sports hall. Work with local clubs to develop programmes of activity at the site. 	SSDC, The Rural Enterprise Academy	Long	Low

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Facility	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Wombourne Leisure Centre* Management: The Good Life Enhance	The facility requires investment notably in improved lighting and resealing of the flooring in the 5-court sports hall. It is a busy facility. The 6-lane x25m swimming pool is below average quality built in 1984. Investment is required in the swimming pool and changing facilities as well as the health and fitness offer. This is a key facility attracting members from a wide catchment across the South of the District.	◀ Investment is required to improve quality of the sports hall, the swimming pool and changing facilities and the health and fitness provision	SSDC, TGL,	Short	High
Great Wyrley Academy Management: - inhouse Enhance	The swimming pool 17m x 4 lanes is below average in quality, it was built 1972 and has reportedly had no refurbishment to date. It is the oldest pool in the area. Community use is available via the swim school.	◀ There is a need to maintain and improve the quality of the swimming pool.	Great Wyrley Academy	Medium	Medium
South Stafford Hatherton Hotel Management: Commercial Enhance	There are two squash courts which offer pay and play opportunities and accommodates club usage. There is also a 25-station health and fitness gym which requires a membership to access. Both facilities are above average in quality.	◀ Continue to drive up participation and ensure pay and play access is retained. ◀ Continue to invest in the facilities to maintain the quality.	Hatherton Hotel	Long	Medium
Stourbridge Lawn Tennis & Squash Club Enhance	A member only facility, it has six good quality squash courts. There is also a 25-station health and fitness gym which is above average.	◀ Continue to invest in the facilities to maintain the quality.	Stourbridge Lawn Tennis & Squash Club	Long	Low

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SSDC has provided additional information (February 2020) for leisure centre improvement and refurbishment in February 2020. Some elements are outwith sports facility strategy as they relate to the Playing Pitch Strategy and /or are commercial decisions outwith this study. Where possible they have been incorporated into the action plan above. They include:

Cheslyn Hay Leisure Centre	Codsall Leisure Centre	Penkridge Leisure Centre	Wombourne Leisure Centre
Car park	Car park	Toning suite	Wellbeing suite
Tennis courts	Dry changing (male and female)	Reception change	Sports hall lighting, heating, ventilation
Sports hall lighting, roof, floor, ventilation, storage	Sports hall heating & ventilation	Swimming pool	Dance studio
Members changing rooms	Members changing rooms	Extend fitness gym/studio over new pool build	Spin room ventilation
Dry changing	Dance studio refurbishment	Spin room	Toning
3G external changing (supported by Football Foundation)	Tennis courts	Tennis courts	Members changing /(Gym)
Additional 3G (2 nd pitch – supported by Football Foundation)	Learner swimming pool	Refurbishment of old swimming pool into new dance studio	Public toilets
Vending and spectator area refurbishment	Health and wellbeing studio	Upgrade music systems with head mike compatibility	2 nd floor gym extension
Entrance (improved disabled access)	Upgrade music systems with head mike compatibility		Car parking
School/junior fitness suite			Starting blocks
Upgrade music systems with head mike compatibility			Internal alarm provision revising (if not addressed in refurbishment)
			Corridors
			Upgrade music systems with head mike compatibility.

PART 6: 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 SSDC for the period up until 2037.

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 of SSDC residents.

Strategy production is just the start of the strategic planning process and there is a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic perspective and approach is maintained throughout the life of the strategy.

It will be important for SSDC and its partners to develop a 3-5 year action plan based around the Strategy and for this to be monitored and reviewed on an annual basis. This should not only review progress against the action plan, it should also identify actual/potential changes in supply and demand across the authority. This is on the basis that the Strategy is as much about how facilities are used as ensuring the infrastructure is of a good quality.

In particular, the annual review process should include:

- ◀ A review of annual progress on the recommendations made and the 3-5 year action plan; taking account of any changes required to the priority of each action (e.g. the priority of some may increase following implementation of others).
- ◀ Lessons learnt throughout the period.
- ◀ New facilities that may need to be taken into account.
- ◀ Any specific changes in the use of key District sites (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,
- ◀ New formats of traditional sports that may need to be considered.
- ◀ 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 District.

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Appendix 1: Maintenance plans for leisure centres

Cheslyn Hay Leisure centre: c. £1.9million

Facility	Description
Swimming pool	Replace current ventilation system
	Replace seating in balcony area
	New ceiling and lighting
	Replace tiles on ledges surrounding the pool
	Install timer unit to pool cover
	Tank survey and tiles replaced
	Address drainage issues and replace drainage
	Update changing accommodation
	Create two team/school changing rooms
Health and fitness	New air conditioning
	New flooring
	Improved décor
	Light refurbishment to dry changing rooms
Front entrance & reception	Canopy to current front entrance (with heat curtain).
	Remove existing ramp and replace with shallower gradient replacement
	Relocate reception
	Demolish existing reception desk to create vending/seating area
	Redesign existing staff changing room (next to reception)
Car park	Create additional car park with barriers for centre users
	Create 50 additional spaces
	Tarmac, drainage & lighting
	Wider entrance to car park

Penkridge Leisure Centre: Refurbishment of swimming pool c. £1.5million*

Facility	Description
Swimming pool	Replace current ventilation system
	Make building airtight & address damp problems
	Separate boiler and own meter required
	New filter system for pool
Changing rooms	Refurbishment of male and female changing rooms
	Address drainage issues within changing areas
Seating area	Refurbishment of seating/viewing area

*This provides the indicative costs of refurbishment, given the extent of refurbishment required a replacement pool would provide better value in the longer term.

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Wombourne Leisure Centre: c. £1.4million

Facility	Description
Swimming pool	Replace current ventilation system
	Retiling of ledges on poolside
	New tiles to side of pool
	New filter system for pool
	Survey on tank and damaged tiles
Changing rooms	Refurbishment of male and female changing rooms
	Additional cubicles added so the facilities can be used by dry side customers during the day
	New benches & lockers
Health and fitness	New air conditioning and ventilation
	Refurbishment and modernisation and expansion
	New raised ceiling
	New lighting (rig & perimeter) to modernise
	Light refurbishment to two small changing rooms
	Resealing of studio floor
	Resealing of sports hall floor
Front Entrance, reception and circulation areas	Canopy to current front entrance (with heat curtain)
	Cladding to wall to enhance appeal
	Reduced reception area
	Installation of access control to gym and pool
	New floor and refurb to vending area.
	Address ongoing maintenance issues to reception toilets.
	Circulation area – design improvement including new lighting and flooring, signage and glazing

Appendix 2: 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 Staffordshire Sports Facilities Strategy and Action Plan. This will help to clearly justify the needs arising from the development and how they are to be met.

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

The following processes should be followed in order to inform the potential additional demand that a new housing development generates. This sets out the process for leisure 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 which should be used to assess demand includes:

- ◀ South Staffordshire Indoor Sports Facilities Needs Assessment Report: January 2020.
- ◀ South Staffordshire Sports Facilities Strategy: February 2020

Process

Step 1	Determine the key indoor sports facility requirement resulting from the development	Navigation
	<p>The key tools to assess this are provided within Sport England's Sports Facility Calculator which is accessed via the Active Places Power website.</p> <p>https://www.activeplacespower.com/</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>

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The South Staffordshire strategy provides an estimate of future demand for key indoor sports facilities based on population forecasts as a result of key housing growth areas. This key demand is translated into units of badminton courts, swimming pool lanes and indoor bowls rinks.

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

Number of dwellings x household occupancy rate² = 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.

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

² National occupancy rate of 2.3 persons per household is used

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In this instance, the Leisure Sports Facilities Strategy should be used to determine the need for additional facilities within any specific area within the Local Authority. This should take into account the requirement for other dedicated sports facilities if the Strategy identifies this.

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

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

Step 3	Demonstrate an understanding of what else the development generates demand for	Navigation
	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 three-court sports hall and playing field space in order to deliver its national curriculum requirements for PE.

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:

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

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

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

- ✦ Is the facility close enough to the development to accommodate the increased demand?
- ✦ The quality of the facility.....does it need investment?
- ✦ Is there capacity to accommodate increased demand....how well used is the facility?
- ✦ Are there any restrictions in access to the facility?
- ✦ Are there plans in place to maintain or refurbish the facility?
- ✦ What type of activities are accommodated within the facility?
- ✦ Are the current management arrangements appropriate to accommodate changes or increased demand at the facility?
- ✦ Are there opportunities to co-locate other services alongside or within the facility?

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

Step 5	Consider the design principles for new provision	Navigation
	The exact nature and location of provision associated with either onsite or off-site developments should be fully determined in partnership with leisure and community specialists (e.g. NGBs, local authority, advisers, etc.) and community groups themselves.	https://www.sportengland.org/facilities-and-planning/design-and-cost-guidance/cost-guidance/

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.

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

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

This in turn requires the Council and developer to consider the wider housing growth within the area which may also include that within a neighbouring authority. Where the combined increased demand generates the requirement for a strategic facility this should be pooled via developer contributions to a strategic development.

However, it should be noted that the contribution may go towards a facility which is outside of the local authority boundary but reflects how people will live their lives within that specific development.

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

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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-and-planning/design-and-cost-guidance/cost-guidance/>

Checklist summary

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

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Appendix 3: Indicative costings

Indicative costs

The indicative costs of implementing key elements of the Action Plan are detailed below. Further details can be found on the Sport England website:

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

The costs outlined below are for the development of community sports facilities. These rounded costs are based on schemes most recently funded through the Lottery (and therefore based on economies of scale), updated to reflect current forecast price indices provided by the Building Cost Information Service (BCIS), prepared by Technical Team Lead of Sport England.

Facility capital costs

Facility capital costs are calculated using estimates of what it typically costs to build modern sports facilities, including fees and external work, naturally taking into account varying conditions, inflation and regional adjustments.

Costs are updated regularly in conjunction with information provided by the BCIS (Building Cost Information Service) and other Quantity Surveyors.

The document is often referred to as the Planning Kitbag costs as the figures are often used by planners and developers when reviewing potential planning contributions to site developments.

Facility Type/Details	Area (m2)	Capital Cost (£)
Affordable Sports Halls		
1 Court (18m x 10m)	382	725,000
2 Court (18m x 17m)	515	825,000
4 Court (34.5m x 20m)	1,532	2,410,000
5 Court (40.6m x 21.35m)	1,722	2,610,000
6 Court (34.5m x 27m)	1,773	2,645,000
8 Court (40m x 34.5m)	2,240	3,345,000
10 Court (40.6m x 42.7m)	2,725	3,975,000
12 Court (60m x 34.5m)	3,064	4,380,000
Affordable Community Swimming Pools		
25m Pool 4 Lane (25m x 8.5m)	1,084	3,755,000
25m Pool 5 Lane (25m x 10.5m)	1,344	4,545,000
25m Pool 6 Lane (25m x 12.5m)	1,543	4,935,000
25m Pool 6 Lane (25m x 12.5) plus secondary pool (13m x 7m)	1,850	5,880,000
25m Pool 8 Lane (25m x 17m)	1,878	5,945,000
25m Pool 8 Lane (25m x 17m) plus secondary pool (17m x 7m)	2,226	6,825,000
Affordable Sports Centres with Community 25m Pool		
4 lane pool, 4 court hall, 50 station health and fitness gym plus studio	2,879	7,565,000

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Facility Type/Details	Area (m2)	Capital Cost (£)
6 lane pool, 4 court hall, 100 station health and fitness gym plus 2 studios	3,553	8,880,000
6 lane pool plus learner pool, 4 court hall, 100 station health and fitness gym plus 2 studios	3,906	9,770,000
8 lane pool plus learner pool, 5 court hall, 100 station health and fitness gym plus 2 studios	4,509	10,825,000
Indoor Bowls Centre		
6 Rink (excludes Club/Function Room)	1,914	2,190,000
8 Rink (includes Club/Function Room)	2,500	2,860,000
Indoor Tennis Centre		
3 court	2,138	2,475,000
Extra Court	-	805,000

NB – The costs for:

- ✦ Affordable Sports Halls
- ✦ Affordable Community Swimming Pools
- ✦ Affordable Sports Centres with Community 25m Pool Options
- ✦ Affordable Sports Centres with 50m Pool Options

Align with the costs included within Sport England publications of the same name updated to 2Q18. The reader is referred to these documents and their Appendices for further information on sizes and general arrangement layouts.

The costs for other facilities include:

External works (car parks, roads, paths, services connections etc) are included at an average cost of

- ✦ 15% in addition to the costs of the works
- ✦ 2 months maintenance/grow in costs for Grass Pitches
- ✦ Allowance for Fees inclusive of PM, SI, Planning and associated fees.

The costs exclude the following:

- ✦ Project specific details/information, including poor ground conditions, difficult access, long service connections
- ✦ Natural Turf Pitches exclude the costs for site remodelling, pump and sump systems and SUDS attenuation
- ✦ Inflation beyond 2Q2018
- ✦ VAT
- ✦ Land acquisition costs
- ✦ Regional cost variations in materials and labour.

Lifecycle costs

Lifecycle costs are how much it costs to keep a facility open and fit-for-purpose during its lifetime.

It includes costs for major replacement and planned preventative maintenance (PPM) day-to-day repairs. The costs are expressed as a percentage of the capital cost.

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It should not be underestimated the importance of regular maintenance and the expense in maintaining a facility throughout its life.

The table below provides typical annual allowances expressed as a percentage of the Overall Estimated Total Project Cost per annum based on a 25-year cost model.

Facility Type/Details	Sinking Fund (%)	Maintenance (%)
Multi – Use Sports Hall		
Good quality Sports Hall – irrespective of size	0.5	1.0
Affordable Community Swimming Pools		
Good quality Community Swimming Pool, irrespective of size	0.3	1.0

Sinking Fund

Major Replacement Costs. Typical items for consideration include:

- ◀ Scheduled replacement of major systems and components, i.e. upgrades/replacement of mechanical and electrical equipment (HVAC, tanks, filtration/chlorination/dosing plant, CCTV and the like). Re-configuration of wet areas, replacement of sports flooring, reception refurbishment.
- ◀ Scheduled refurbishment and adaptations, including replacement of sports specific equipment/netting. Re-sealing / re-lining of sports flooring, replacing carpets and signage, replacement of external seating and fittings.
- ◀ Cyclical Redecoration.

Maintenance

Day to Day Repairs and Planned Preventative Maintenance (PPM). Planned Preventative Maintenance includes the costs for servicing and maintaining mechanical and electrical plant and systems in accordance with recommended standards/frequencies and statutory/mandatory inspections (i.e. legionella, lift and boiler insurance inspections etc).

Day to day repairs include:

External walls

Repairs to external walls, cladding, glazed screens, external doors and windows. Roofs Repairs to roofs, roof lights and the like, together with all associated work such as roof flashings, DPC's, gutters and downpipes.

Other items Repairs to ducts, internal doors and frames and the like. Fittings and fixtures Repairs to fitted cupboards, seating, notice boards, shelving, worktops and the like. Excludes loose furniture such as chairs, curtains/blinds etc.

Other items

Repairs to ducts, internal doors and frames and the like.

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Fittings and fixtures

Repairs to fitted cupboards, seating, notice boards, shelving, worktops and the like. Excludes loose furniture such as chairs, curtains/blinds etc.

Internal finishes

Repairs to internal floor, wall and ceiling finishes.

Plumbing and internal drainage

Repairs and PPM to plumbing and internal drainage including work to; rising mains, storage tanks and cisterns; hot and cold-water services; sanitary ware; waste, soil, overflow and vent pipes; internal manholes, rodding eyes and access covers.

Heating and ventilation

Repairs and PPM to fuel tanks, boilers, flues, plant, pump, motors, filters, switches, expansion tanks, pipework up to and including calorifiers, radiators, ducts, valves, fans and heating and other HVAC equipment.

Power and lighting

Repairs and PPM to electrical switch gear, fuse boxes, busbars, casings, wiring and conduit to lighting and power supply.

Other M&E services

Repairs and PPM to other M&E services which are part of the building, such as filtration/chlorination/dosing plant, fire alarm and bell systems, emergency lighting, clock systems, PA systems, firefighting equipment, flood lighting and lighting conductors.

External Works

General Grounds Maintenance, repairs to car parks and external paving.

Exclusions:

Operation, Occupancy, End of Life Costs, Fees and VAT are excluded from the allowances. The definition of these are provided below:

Operation costs: The cost of operating the facility rather than its occupancy excluding maintenance costs. Includes utility costs, administrative costs, overheads and taxes etc.

Occupancy cost: User support costs relating to the occupation of the facility e.g. security.

End of life: Notional costs payable and credits accruing after 25 years. Includes disposal inspection and reinstatement to meet potential contractual requirements.