

EAST SUFFOLK COUNCIL

INDOOR & BUILT SPORTS FACILITIES STRATEGY
FINAL~~DRAFT~~ REPORT

AUGUST 2021

QUALITY, INTEGRITY, PROFESSIONALISM

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PART 1: INTRODUCTION

This is the East Suffolk Indoor & Built Facilities Strategy (IBF) for the period 2021 – 2036. Recommendations are drawn from the Needs Assessment Report 2021, researched and prepared between September 2020 and March 2021 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). The Assessment Report and Strategy were both prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities Guidance - for Indoor and Outdoor Sports Facilities) and in consultation with East Suffolk Council (ESC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

1.1 Purpose

The overall aim of the indoor sports strategy is for ESC to make informed decisions to ensure sports and physical activity facilities are located in the right places to ensure that the maximum number of local people take part in regular, meaningful physical activity. ESC has an aspiration and need to consider its facilities planning, particularly in the context of its growing population and the changing economic (post Covid-19 pandemic) and demographic profile (rise in the number and proportion of older population) of the area.

The focus is on provision of clear direction to all partners so that together they can capitalise on the opportunity presented by the Council's recent and proposed investment in community-based leisure, physical activity and sport facilities in East Suffolk. It provides a concise, robust, comprehensive, up-to-date evidence base in line with existing Local Plans for the former Waveney and Suffolk Coastal areas, and strategic, action plan-based approach to the enhancement of existing, and creation of new, sporting provision.

This will ensure that residents have the option to be physically active and healthier, and where appropriate develop their physical, sporting, health and wellbeing ambitions within their local community. This report is one component of a wider suite which includes a playing pitch and outdoor sport strategy and an open spaces assessment.

Built facilities assessment aims are to:

- ✦ Identify the built sporting and recreational infrastructure that will be required to serve existing and new development, covering both the demand for and use of existing facilities identifying areas of deficiency or surplus facilities and highlighting priority locations for future provision.
- ✦ Prioritise any funding for sport and recreation from local authority budgets.
- ✦ Identify the longer-term sustainability of facilities, their changing and ancillary features such as car parking and on-going funding and management.
- ✦ Review existing local standards of provision and accessibility - recommend prioritised solutions in the form of amendments, improvements or continued use of existing standards.
- ✦ Establish the potential for community use of private and educational establishment built sporting facilities. And principles for shared use by new school developments.

Its objectives cut across multiple East Suffolk departments and partners, they are to:

- ✦ Help deliver the health and wellbeing agenda
- ✦ Inform the capital programme for ESC
- ✦ Inform Local Plan policy
- ✦ Set the leisure facilities plan within the context of the Local Plan and wider strategies for parks, green spaces, and community development
- ✦ Inform sports development initiatives

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- ◀ Reflect wider ESC asset reviews
- ◀ Help facilitate community use of outdoor facilities on education sites
- ◀ Set a framework for the strategic approach to sport and leisure delivery at key sites in the District including:
 - ◀ North Felixstowe Garden Neighbourhood
 - ◀ Halesworth Healthy Neighbourhood
 - ◀ Oakes Farm, Carlton Colville, Lowestoft
 - ◀ Yarmouth and Lowestoft Rugby club proposals in north Lowestoft.

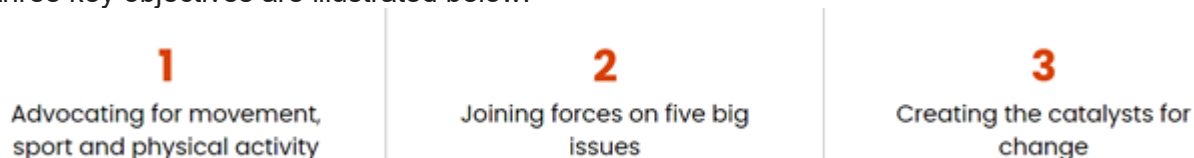
1.2 National strategic context

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: Uniting the Movement 2021

Sport and physical activity have a big role to play in improving the physical and mental health of the nation, supporting the economy, reconnecting communities and rebuilding a stronger society for all following the global pandemic. Referencing this, Uniting the Movement is its 10-year vision to transform lives and communities through sport and physical activity. Its ambition is to tackle key inequalities in sport and physical activity, provide opportunity for people and communities that are traditionally left behind and to help to remove the barriers to activity. Its three key objectives are illustrated below:



As well as advocating sport and physical activity, via the building of evidence and partnership development, the Strategy identifies five issues upon which people and communities must work together to address. These are cited as the major challenges to England being an active nation over the next decade as well as presenting the greatest opportunity to make a lasting difference. Each is described as a building block that, on its own, would make a difference, but tackled collectively, could change things profoundly:

- ◀ ***Recover and reinvent:*** Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.
- ◀ ***Connecting communities:*** Focusing on sport and physical activity's ability to make better places to live and bring people together.
- ◀ ***Positive experiences for children and young people:*** Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.
- ◀ ***Connecting with health and wellbeing:*** Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.
- ◀ ***Active environments:*** Creating and protecting the places and spaces that make it easier for people to be active.

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To address these five big issues, the right conditions for change need to be created: involving people, organisations and partnerships to help convert plans and ideas. This will include a range of actions, including development of effective investment models and applying innovation and digital technology to ensure sport and physical activity are more accessible.

The specific impact of the Strategy will be captured through funded programmes, interventions made, and partnerships forged. For each specific area of action, a set of key performance indicators will be developed, which will help evidence the overall progress being made by all those involved in supporting sport and physical activity.

1.3 Planning policy

National Planning Policy Framework 2019

The National Planning Policy Framework (NPPF) February 2019 ([National Planning Policy Framework](#)) sets out the planning policies for England. It details how these are expected to be applied to the planning system and provides a framework to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development (paragraphs 7-9). It establishes that the planning system needs to focus on three themes of sustainable development: economic, social, and environmental. A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making the NPPF sets out that local plans should meet objectively assessed needs.

Paragraph 96 establishes that access to a network of high-quality open spaces and opportunities for sport and physical activity is important for health and well-being. It states that planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. Specific needs and quantitative and qualitative deficiencies and surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

As a prerequisite paragraph 97 of the NPPF states existing open space, sports and recreation sites, including playing fields, should not be built on unless:

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

East Suffolk Council, as the local planning authority, retains oversight of all potential facility developments. Its policies and potential supplementary planning documents set out the approach to securing sport and recreational facilities through new housing development.

Ensuring that community use of new facilities is agreed at the outset (by enshrining it within planning policy) enables their contribution to the Council's wider sport and physical activity aspirations and those of its partners. The approach taken to this is pivotal to strategy delivery over coming years.

Planning Practice Guidance (PPG) -MHCLG

PPG is a web-based resource which brings together planning guidance on various topics into one place. It was launched in March 2014 and adds further context to the NPPF. It is intended that the two documents should be read together. When considering how local planning authorities and developers assess the needs for sports and recreation facilities the guidance states that authorities and developers may refer to Sport England guidance.

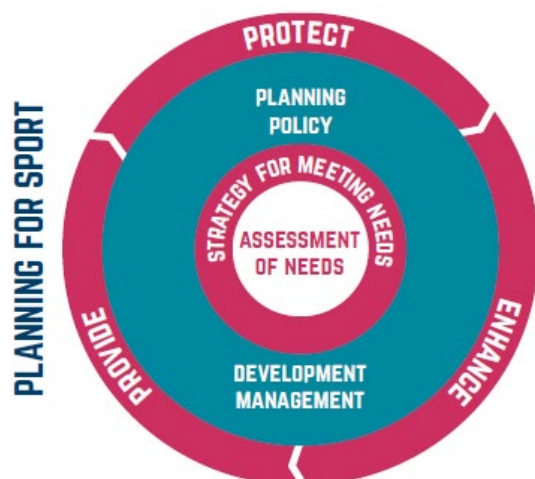
1.4 Sport England's planning aim

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 1.4: 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 1.4: The Sport England Planning for Sport Model



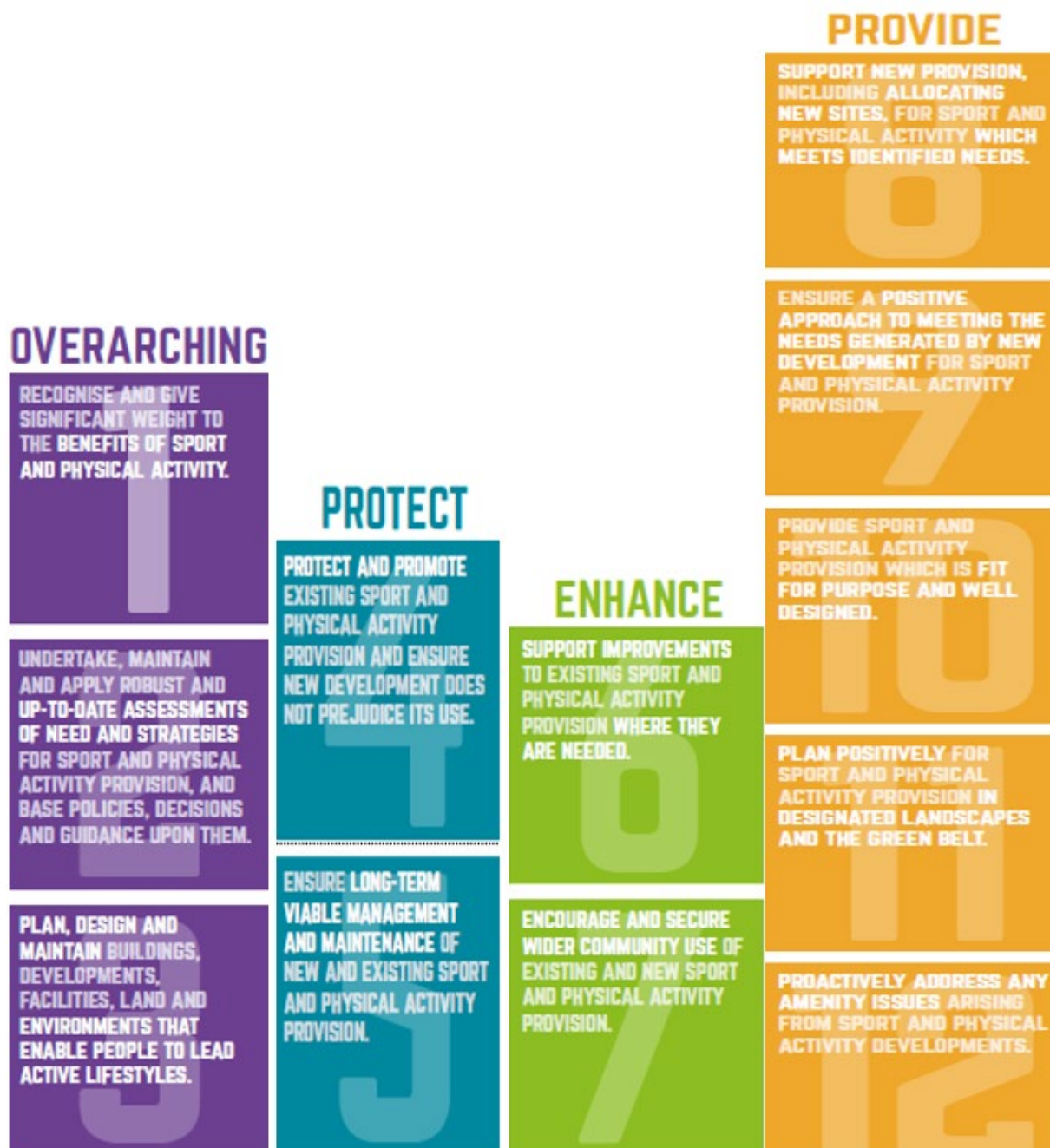
It is supported by 12 planning-for-sport principles. They are geared to helping the planning system contribute to sustainable development by fulfilling the key role the National Planning Policy Framework (NPPF) highlights that it must play - in creating strong, vibrant and healthy communities.

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.

These principles apply 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 1.5: Sport England's 12 planning principles



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PART 2: LOCAL AREA CONTEXT

2.1 Local strategic context

The ESC Strategic Plan (2020-2024) provides the framework to deliver a range of vital services for local communities. The ambition is to deliver the best possible quality of life for everyone who lives in, works in and visits East Suffolk. It is structured around the following five themes:

Table 2.1: ESC Strategic Plan (2020-2024) key themes and aims:

Theme	Aim
Growing our economy	To build a strong sustainable economy for the future so that the District will achieve its maximum potential, for the good of everyone in the area.
Enabling our communities	Working together, ESC will enable communities to identify opportunities and challenges. It will empower them to make a difference. It will also support communities to enhance the places for living and working and for the wellbeing of all.
Remaining financially sustainable	To grow and prosper as a council; ESC will ensure it is well-run; providing value for money and strive for excellence.
Delivering digital transformation	Digital technology can transform the way we work and live; ESC will use technology to make services efficient and easily accessible to all and assist communities to embrace and access new technologies.
Caring for our environment	The environment be put at the heart of everything ESC does.

Within the *Enabling our communities* theme, there is a commitment to 'provide the environment opportunities for everyone to lead healthy, active safe and fulfilling lives', and that 'improvement in mental and physical health and wellbeing' will be measured in relation to this theme.

Local plans; former Suffolk Coastal and Waveney local authorities

East Suffolk was formed in 2019 following the merger of Waveney District Council and Suffolk Coastal District Council, as a result there are two existing local plans for East Suffolk. The Suffolk Coastal Local Plan covers the period 2018-2036 and The Waveney Local Plan covers the period 2014-2036. Both share the same vision and strategic priorities, to: *Maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting the area*.

The vision is accompanied by nine strategic priorities. In relation to health and wellbeing, the priority is *to support healthy, safe, cohesive and active communities by improving health, wellbeing and education opportunities for all*. This will be achieved via a range of education, health and leisure provision to meet localised need and create sustainable communities across the area.

Development of a new leisure centre for Felixstowe is mentioned specifically in the Suffolk Coastal plan linked to delivery of the North Felixstowe Garden Neighbourhood, as follows (Policy SCLP12.16). :

Felixstowe Leisure Centre and Brackenbury Sports Centre are coming to the end of their operational life. The Council considers it necessary to redevelop both of these existing venues with a new purpose-built modern facility which to serve the community for future generations, as well as being able to provide a destination facility to attract tourists and

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visitors to Felixstowe. As part of the Council Leisure Redevelopment Programme, the purpose of which is to increase participation in health and wellbeing activities across East Suffolk, a new leisure centre as part of the Garden Neighbourhood will meet future needs. The creation of new leisure facilities will be delivered as part of the programme which provides redevelopment opportunities at Brackenbury Sports Centre (Policy SCLP12.5) and Felixstowe Leisure Centre

Housing allocations

Both local plans acknowledge the need to increase the supply of housing to meet needs across the new district area. The respective local plans set out the level of growth needed in the area and identified where that growth should be located and how it should be delivered.

- ♦ In the former Suffolk Coastal area, the Local Plan is committed to delivering 9,756 houses (542 dwellings per annum) between 2018-2036. This will include creation of two new garden neighbourhoods (Felixstowe and Saxmundham), to focus growth on the A12 and A14 corridors and to support rural communities.
- ♦ In the former Waveney area, the Local Plan is committed to delivering 9,235 houses (419 dwellings per annum) between 2014-2036. Just over half of the committed allocation will be in the Lowestoft area (Lowestoft, Carlton Colville, Corton, Gisleham, Oulton and Oulton Broad) with a proposed 5,206 dwellings.

Joint Health and Wellbeing Board Strategy 2019-2022

Suffolk Health and Wellbeing Board identifies that health and wellbeing are fundamental to both individuals and families. Consequently, the stated Strategy vision is to *ensure people in Suffolk live healthier, happier lives*. There is also a desire to narrow the difference in healthy life expectancy between those living in the most deprived communities and the more affluent. This will be delivered via improvements in more disadvantaged communities, through a partnership approach. To achieve this, the strategy outlines four stated priorities.

Table 2.2: Suffolk Health and Wellbeing Board's strategic priorities

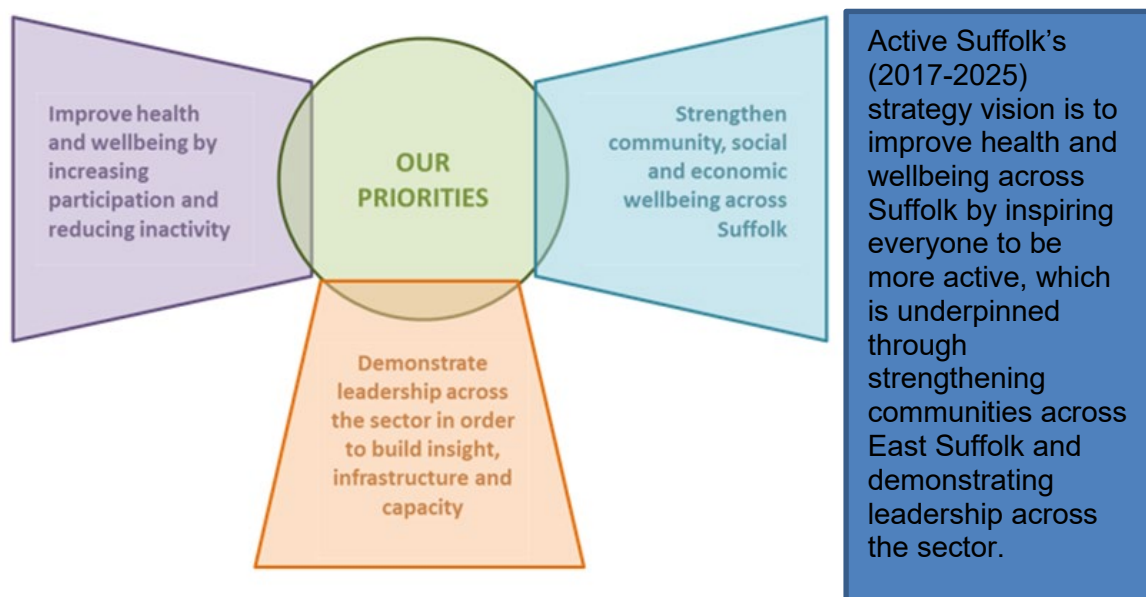
Priority	Description
1	Every child to have the best start in life, which will focus on increasing the number of children who are a healthy weight and support vulnerable children including children whose parents have misused alcohol or drugs.
2	People of working age are supported to optimise their health and wellbeing, including preventing heart disease and supporting people to be healthy at work.
3	Older people in Suffolk have a good quality of life, with the aim of reducing the impact of frailty on the lives of older people and making sure people are supported well at the end of their life.
4	People have the opportunity to improve their mental health and wellbeing, by having access to good quality and effective mental health services when they need them.

Suffolk Active Partnership

Active Suffolk is one of 43 active partnerships the majority of which cover former administrative county areas across the whole of England. It is committed to increasing the number of people taking part in sport and physical activity through work with a wide range of partners including local authorities, national governing bodies of sport (NGBs), the education sector, the health sector, charitable/voluntary organisations and third sector organisations.

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Figure 2.2: Active Suffolk's strategic priorities



East Suffolk Community Partnerships

Eight East Suffolk community partnerships were set up in 2019, and inclusive of a range of local organisations (parish councils, CCGs, voluntary organisations, police, local business). These each hold an annual local delivery budget of £25,000 for 2020/21 and 2021/22 and have agreed a set of priority work areas (see Figure 2.4) which have been reviewed in the light of the Coronavirus pandemic. In addition, an overarching partnership board has been convened, representative of the eight districts with a delivery budget of c.£1million. This has adopted social isolation and community transport, which feature as issues across multiple community partnerships, as the top priorities.

Figure 2.3: East Suffolk Community Partnership priorities

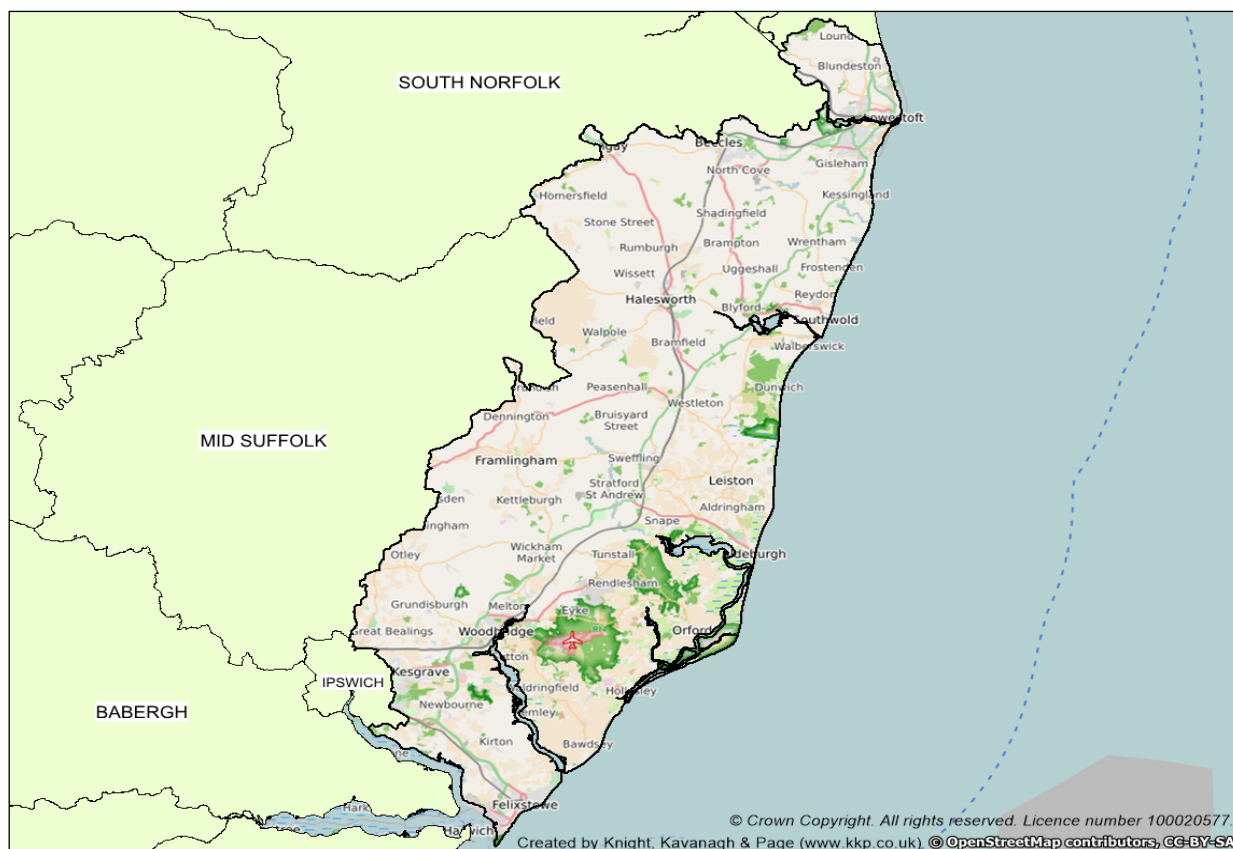
Community Partnership Priorities			
			
Lowestoft and northern parishes	Kesgrave, Rushmere St Andrew, Martlesham, Carlford and Fynn Valley	Melton, Woodbridge and Deben Peninsula	Carlton Colville, Kessingland, Southwold and villages
Improve mental health and wellbeing (45)	Reduce social isolation & loneliness	Active and sustainable transport provision	Active and sustainable transport provision, particularly rural
Tackle childhood obesity	Environmental care and sustainable transport	Village Hub – bringing services to people	Reduce social isolation and loneliness
Reduce social isolation – all ages	Support people to age well/Traffic and road safety	Youth Engagement, opportunities and services	Facilities, activities and employment for young people
Felixstowe Peninsular	Beccles, Bungay, Halesworth and villages	Framlingham, Wickham Market and villages	Aldborough, Leiston, Saxmundham and villages
Education – aspirations, ambition and standards	Active and sustainable transport solutions / community transport	Developing opportunities for young people	Education, Opportunities and Aspirations
Social isolation and loneliness	Reduce social isolation and loneliness	Reduce social isolation and loneliness	Reduce social isolation & loneliness particularly carers, older people, and men 40+
Community spaces and physical enhancements	Improve wellbeing and enable people to live healthy lives	Alternative, active and sustainable transport provision	Encourage and enable everyone to be more physically active and healthy

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Figure 2.4 Map of East Suffolk

East Suffolk is a district characterised by its largely rural nature, with many smaller villages and hamlets interspersed with market towns including Lowestoft, Beccles and Bungay in the North and Felixstowe in the South.



Population and distribution - (Data source: 2019 Mid-Year Estimate, ONS)

The population of East Suffolk is 249,461 with slightly more females (128,040) than males (121,421). It has proportionately fewer 10–34-year-olds (24.7%), than there are in the East region (29.1%) but more people in the 60–74 age groups (38.7%) than the region as a whole (33.5%). The resident population is concentrated mainly around its major market towns which include Lowestoft (in the north of the District) and Felixstowe (in the south of the district). The area to the East of Ipswich which includes Kesgrave, also shows a higher population density. The remainder is quite sparsely spread across the district's rural hinterland.

Active Lives Survey 2019/20

Sport England's Active Lives Survey (ALS) May 2019/20 assesses the number of 16+ year olds taking part in walking, cycling, fitness, dance and other sporting activity. The percentage of the population considered to be inactive in East Suffolk is 23.6%. This is below regional (25.1%) and national (25.5%) averages. East Suffolk also has more active people (64.9%) than national (62.8%) regional (62.6%) averages.

Summary of the demographic profile and population projections

Review of Council policies and those of strategic stakeholders demonstrates a shared commitment in East Suffolk to improving the health and wellbeing of residents. There is strong emphasis on the role of community partnerships and devolved decision making in helping to achieve outcomes in relation to health and wellbeing. Local Plan policies in relation to new housing development, and specifically the Felixstowe Garden Neighbourhood, present a clear opportunity for investment in new built leisure provision.

East Suffolk's population is expected to increase, with the number and proportion of people aged 65+ seeing the largest growth. By 2036, this age group will account for over one third of the population. This is reflected in the Sport England Market Segmentation data which highlights 'retired home singles' and 'early retirement couples' as the dominant segments – it is anticipated that these two segmentation-defined groups will grow to reflect the population increase. It is fair to assume that there will be increased demand for sports facilities and physical activity opportunity in areas where housebuilding is planned. The key issue is more to do with how the ageing population chooses to use its leisure time; this may well lead to changes in levels of demand for different activities.

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.

PART 3: NEEDS ASSESSMENT FINDINGS

3.1 General findings

As noted, East Suffolk has a higher proportion of older people (aged 60-74) and this trend is set to continue to the point where, by 2043, one in three residents will be aged 65+. East Suffolk does not rank highly generally in respect of the indices of multiple deprivation, however in respect of the IMD access to services domain (such as post offices, general stores) outside of its main market towns, most parts of the district are in the top 20% most deprived areas based on this measure. This shows a degree of commonality with priorities established by the East Suffolk community partnerships which determined that addressing social isolation and improving community transport links are important across multiple partnership areas.

ESC has overseen a recent programme of investment into its built leisure facilities, including major refurbishments of leisure centres operated by Places Leisure, at Leiston and Deben. In addition, it has re-procured the management and operation of two former Waveney District Council facilities (Waterlane and Waveney Valley leisure centres) which have also been refurbished and are now operated by Everyone Active. It plans to make a further significant investment to replace and relocate facilities at the existing Felixstowe and Brackenbury leisure centres, in line with local plan proposals to develop a garden village in North Felixstowe.

Overall the assessment found that (taking into account proposed investment in Felixstowe), the District's needs in terms of core swimming pool, sports hall and health & fitness provision will be adequately catered for over the period of the Local Plan.

Key challenges for ESC and partners include the need to provide a safe return to activity post-Pandemic for its residents, and to consider how those in the more rurally isolated parts of the district can be supported to access good quality leisure provision. It will also be critical to support secondary schools to enable their stock of community accessible sports halls to re-open and operate sustainably following the lifting of Coronavirus restrictions, and to consider how some schools could extend the available community offering, and/or better promote and manage bookings to both improve their own income generation and provide additional sports hall capacity to sports clubs and individuals.

3.2: What do we know about facilities and activities in East Suffolk

Sports halls

East Suffolk has 106 sports halls, of which 19 are 3+ badminton courts in size – or larger. Of the 19, the assessment found 15 to be of 'good', or 'above average' quality. No sites were rated poor quality. There is relatively good distribution of sports hall provision across East Suffolk's main settlements. A new five court hall is planned as part of the new Felixstowe leisure centre, which will replace provision at Brackenbury sports centre (also five courts).

The majority (15 of 19) 3+ court halls are located on education sites. Two of the remaining four (Leiston Leisure Centre, Brackenbury Sports Centre) are operated by Places Leisure under contract with ESC. Waterlane Leisure Centre's sports hall is operated by Everyone Active, with the remaining site at Kesgrave being run by a charitable trust. The audit found some issues around general wear and tear of school sports hall sites, such as the need for sports hall floor or lighting replacement. There is also potential to improve the efficacy of some school booking arrangements, and to provide additional staff resource to enable community access to facilities.

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Club consultation revealed some availability issues for badminton in respect of existing facilities being fully programmed. There was also expressed demand for improved accessibility to competition standard netball facilities in the north of the District.

Overall, the current stock of sports halls meets the needs of the resident population satisfactorily in 2021. Potential additional demand (around six courts) related to population growth up to 2036 could be accommodated within current stock on the basis of improvements to management and booking arrangements and quality upgrades being delivered on certain school sites.

Swimming pools

There are 31 swimming pool facilities in East Suffolk. When smaller pools and lidos are discounted the number of venues which accommodate pools of at least 160m² reduces to nine which between them have 13 pools. These are well distributed in relation to the main population centres (Felixstowe in the South, Beccles, Bungay and Lowestoft in the North).

Five of the nine facilities are rated good quality, with four; Waterlane Leisure Centre (5 x 25m plus learner pool), Deben (6 x 25m), Leiston (5 x 25m plus learner) and Waveney Valley (5 x 25m) having received significant recent investment into major refurbishment work. Facilities at Felixstowe Leisure Centre (6 x 25m plus learner) whilst rated below average quality are due to be replaced by a new facility located at the North Felixstowe Garden Village.

It is anticipated that future demand (up to 2036) due to population growth can be accommodated within existing facilities (and taking into account new provision in Felixstowe) given their available capacity. There is an opportunity, nevertheless, to consider whether/how to extend availability at smaller community and lido facilities. This could improve accessibility to swimming for residents in areas where barriers to services are particularly high and deliver a positive impact in respect of increased participation in swimming and other aquatic activities.

Schools

In general, there is a reasonably good level of community access to school sports facilities in East Suffolk. In 'normal times' their facilities are operating at around 60-70% capacity based on available community booking information. In terms of management, five of the fifteen schools with 3 court + halls are independent; the remaining ten have academy status. In respect of the Pandemic, schools were (in Autumn 2020) focusing on the safe transit of staff and pupils around facilities and were in the process of considering how and when community sport bookings could resume.

Whilst management and operation of community facilities is without exception handled in-house across secondary schools in East Suffolk, available resources to promote and handle bookings vary. Of the independent schools, Woodbridge School and Ipswich School sports centres (which include extensive indoor and outdoor facilities) offer a significant volume (40 hours plus) of community bookings per week and employ dedicated sports centre staff enable marketing and promotion of their venues. On the other hand, the academy schools able to offer segregated community sports facilities such as Kesgrave and Sir John Leman, tend not to have dedicated staff resource nor do they offer online booking arrangements.

Village and community halls

Reflecting its largely rural geography, East Suffolk has an extensive network of village and community hall facilities. There are 261 such buildings in total across the district, with around

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60% of East Suffolk residents living within 800m of such a facility which represents a good level of accessibility when compared to similar authorities of a rural nature.

Research undertaken for this study found a variety of activities taking place in village halls, such as badminton, carpet bowls and exercise classes. Consultation with certain badminton clubs found that in some cases village halls offer a more cost effective, accessible place to participate than school or leisure centre provision.

Whilst (given the remoteness of some villages in relation to services) there would seem to be good potential for village halls to make a greater contribution to meeting the districts sport and physical activity needs, the needs assessment survey response was relatively low. There is, thus, a need for further consultation with parish councils and community partnerships to identify particular facility improvement needs and the scope for greater usage at such facilities.

Health and fitness suites

There are 29 fitness facilities in East Suffolk, containing a total of 1,454 fitness stations. These are mainly located in the northern and southern periphery of the district in the main towns of Felixstowe, Beccles, Lowestoft and Bungay. Main contracted leisure facilities at Felixstowe (41 stations), Leiston (60 stations), Waterlane (90 stations) and Waveney Valley (50 stations) each offer health and fitness facilities. The replacement Felixstowe Centre is expected to include a facility with 100 stations.

Overall and in respect of supply and demand for health and fitness, a deficit of 277 stations by 2036 is predicted taking account of population growth. In meeting this future need, it should be borne in mind that the health and fitness sector is currently emerging from a period of unprecedented disruption as a result of the Pandemic and that there may be some re-calibration of the private sector market. In the light of this, the role of smaller community gyms, (possibly co-located with other local services) in meeting the needs of the more isolated rural parts of the district should be considered.

Indoor bowls

There are five indoor bowls facilities in East Suffolk, three of which are operated by bowls clubs (Sole Bay, Carlton Rd, Beccles). Gunton Hall (a members only facility) is part of a wider leisure resort. The facility at Felixstowe Leisure Centre, where Felixstowe Bowls Club (200+ members) is based is operated by Places Leisure and is due to relocate to the former Deben High School sports hall and there will be the option of increasing slightly in size from a four to a six-rink facility.

Overall the assessment found a good supply of indoor bowls facilities in East Suffolk and no significant anticipated future demand for indoor bowls is anticipated. With this in mind, focus should be placed from a strategic perspective on ensuring that the replacement Felixstowe facility is fit for purpose in the sense of its design, operational and management principles.

Squash courts

There are 22 squash courts distributed across eight sites in East Suffolk. There is good coverage of the district in relation to its main settlements. Two of the three squash facilities at public contracted sites (Leiston and Waterlane) are rated as good quality. The remaining public leisure centre site, at Brackenbury is rated above average and will be replaced by new courts at the new Felixstowe Leisure Centre. There is stable demand for squash in East Suffolk and the generally good quality facilities are well distributed to serve the local resident population.

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Whilst projected population increases are unlikely to lead to demand for additional courts, there is a need to maintain the quality and preserve the function of existing courts, such as those at St John Leman and Framlingham College which are of below average quality.

Indoor Tennis

East Suffolk does not have an indoor tennis facility, however, consultation with LTA officers suggests that demand may exist for such a development. This should be considered as part of the linked housing developments such as Felixstowe Garden Village. Lowestoft and Felixstowe are identified within East Suffolk by regional LTA officers as priority locations, with Lowestoft Tennis Club noted to be interested in creating a dome facility at Denes Oval. Felixstowe Tennis Club is also recognised by the NGB as having potential to develop indoor facilities.

Cycling

Of the four formal cycling facilities in East Suffolk, three are trail centres (at Rendlesham and Tunstall Forests managed by Forestry England, and the independently managed Twisted Oaks facility at Brightwell) and a cycle speedway track at Kesgrave Community Sports, home of Kesgrave Panthers Cycle Speedway Club. Each of these is well used offering opportunity for recreational as well as competitive activity across the disciplines of mountain bike and cycle speedway.

ESC is currently preparing a cycling and walking strategy - due to be published for consultation in 2021. It has a focus on improving walking and cycling infrastructure and integration with key development proposals across the two local plan areas.

There is an opportunity for the findings of the emerging walking and cycling strategy to be integrated with this study. This can be achieved by embedding active design principles within the new Felixstowe Leisure Centre development, and also by the Council working with its leisure operators to promote the benefits of cycling, establish connectivity with existing cycling networks and ensure minimum standards in respect of cycle storage provided at its leisure facilities.

PART 4: VISION AND STRATEGIC RECOMMENDATIONS ACTION PLAN

This is East Suffolk's vision for sport and leisure provision in the area for the period 2020 -2036. As noted earlier, it builds upon the findings of the Built Facilities Needs Assessment Report. East Suffolk has made significant investment in refurbishment of its built leisure facilities since 2014 and plans further outlay to replace Felixstowe Leisure Centre.

The needs assessment has demonstrated that East Suffolk's main leisure centre provision is well located to the meet the needs of residents living in its main settlements and that its swimming, health and fitness facilities are of good quality. This will be further improved by provision of the replacement Felixstowe Leisure Centre. As with all local authorities in 2021, It faces the challenge, of working with and supporting its leisure operator, schools and community organisations to ensure a safe and secure return to activity following the Coronavirus pandemic, and to ensure that financial recovery is achieved.

ESC and its partners have the opportunity to use the basis of a fundamentally sound stock of built facilities to explore how they can ensure that residents who are currently inactive, or at risk of social isolation including the older population can build a healthy and active lifestyle.

The proposed headline aim is, thus that ESC will :

Maintain sustainable, financially secure leisure and sports facilities which meet community need, increase participation, help tackle social and rural isolation for our older residents and provide accessible, inclusive activities to improve health and wellbeing for everyone in East Suffolk.

4.1 Key strategic drivers

Recovery from the Coronavirus Pandemic

During 2020/21 ESC supported both its leisure operators to a significant degree financially to enable them to maintain normal operation during the Pandemic - when restrictions allowed. At the time of the KKP audit, (October 2020) leisure centres in the district were able to open their swimming and health and fitness facilities, however a further period of lockdown ensued between January-April 2021. ESC has over the course of the Pandemic made investment of around £4m refurbishing the former Bungay (now Waveney Valley) and Waterlane leisure centres. These have been brought under a new leisure contract with Everyone Active and have been open since the lifting of restrictions in April 2021.

Financial support continued on the basis of open book reconciliation for the period until 1 April 2022 when it was expected that the operators would have recovered sufficiently to attain the previous contract position. East Suffolk was also successful in gaining a Government grant from the National Leisure Recovery Fund of circa £570k.

Essentially on the basis of their good quality, and the continued financial support from the Council, East Suffolk's contracted leisure facilities should have a good platform from which to return towards a normal trading position - within the Council's stated timelines. There is undoubtedly an opportunity at the same time for operators to make use of available insight such as the Moving Communities¹ platform to ensure that those residents disproportionately affected

¹ <https://movingcommunities.org/>

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by the Pandemic such as older people and those from areas of higher socio-economic deprivation are enabled to access provision.

Replacement Felixstowe Leisure Centre

East Suffolk's main proposed indoor facility related intervention, endorsed by its Cabinet in September 2019 is to deliver a destination leisure facility in Felixstowe as part of the North Felixstowe Garden Neighbourhood, as a replacement for both the current Felixstowe and Brackenbury Leisure Centres.

The East Suffolk Council, Suffolk Coastal Local Plan makes a number of recommendations in respect of the proposed masterplan that will support a future planning application in respect of the garden neighbourhood including:

- ✦ A new leisure centre in a location which is easily accessible for the existing community.
- ✦ Design and layout that supports inclusive use and a dementia friendly environment.
- ✦ Up to 2,000 dwellings
- ✦ Provision of 630 primary school spaces and early years provision

The 2017 Felixstowe Leisure Centre Feasibility Study identified a preferred site (North development site) which comprises land owned currently by Trinity College, Cambridge. It offers the advantages of an edge of town location with good frontage to the A154, proximity to the rail station and the ability to operate existing provision at Felixstowe up until completion of the new build. In supply and demand terms for the core swimming, sports hall and health and fitness elements, findings of KKP's needs assessment support the Council's ambition to deliver a destination leisure centre in Felixstowe. It will incorporate the following facility specification:

- | | |
|---|--|
| ✦ 25m x 8 lane pool | ✦ Spin studio x 1 |
| ✦ Teaching pool 15m x 8.5m | ✦ Thermal suite sauna and steam |
| ✦ 5 court sports hall | ✦ Soft play |
| ✦ Health and fitness gym (80+ stations) | ✦ Clip n climb |
| ✦ Studios x 2 | ✦ Flexible meeting/consultation space (147m ²) |
| ✦ Squash courts x 2 | |

In progressing plans through detailed design and feasibility stages, and in line with the emerging masterplan for the North Felixstowe Garden Neighbourhood, ESC will need to consider issues such as public transport accessibility to the new site, and (in line with its emerging cycling and walking strategy) how the centre will adopt the principles of active design² to consider connectivity to existing paths, new residential areas and ensuring safe navigation across the A154.

4.2 Strategic objectives and action plan

Taking into account the needs assessments related to specific facilities and sports, the demographic make-up, current vision of the Council and associated organisations, plus Sport England's Planning for Sport guidance which encourages Protection, Enhancement and Provision of new facilities, East Suffolk should take account of the following strategic recommendations which are then laid out in the subsequent action plans related to general, sports specific and facility specific themes.

² <https://www.sportengland.org/how-we-can-help/facilities-and-planning/design-and-cost-guidance/active-design>

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Protect: ESC will

- ◀ Work with Places Leisure, Everyone Active, secondary school and academy providers, NGBs and community clubs to support a sustainable return to activity following the coronavirus pandemic.
- ◀ Work with secondary school and academy providers to maintain the quality and preserve the function of existing sports halls on school sites including those which are presently of below average quality.
- ◀ Work with secondary school, academy and community partners to maintain the quality and preserve the function of existing squash courts including those on school sites which are of below average quality.

Enhance: ESC will:

- ◀ Work with secondary school and academy providers at schools with below average quality sports halls to upgrade and improve these facilities.
- ◀ Work with partners such as Active Suffolk to explore the potential to create additional capacity in the school sports hall supply via enhancement of booking arrangements, securing additional staff resource and sourcing external funding support.
- ◀ Work with/through East Suffolk Community Partnerships, town and parish councils to gauge the potential of the village hall network to contribute further to providing accessible spaces for physical activity and identify capital improvements to ancillary and activity spaces at those venues which have the capacity and potential to increase and improve provision.
- ◀ Aim to improve the accessibility of contracted leisure provision to rurally isolated residents and those with health/mobility issues by exploring whether initiatives such as community transport are appropriate for this purpose and could be extended or enhanced.
- ◀ In respect of its emerging Cycling and Walking Strategy, ensure that findings with regard to development of new cycle corridors and improving accessibility to existing routes consider their connectivity to existing and proposed built facility provision.
- ◀ Work with partners at town and parish council level to consider whether and how greater use could be made of targeted smaller community pools and lido provision – to play a role enabling access to such provision for the District's rurally deprived residents.

Provide: ESC will:

- ◀ Deliver a new destination Felixstowe Leisure Centre as part of which it will:
 - ◀ Ensure that Active Design principles are fully applied in the final facility design in relation to the North Felixstowe Garden Neighbourhood, including a clear plan in respect of access via public transport, walking and cycling routes, traversing the A154.
 - ◀ Consider how centre design and layout can create a dementia friendly environment.
 - ◀ Work with Places Leisure and the appointed design team to ensure that the swimming pool specification includes appropriate timing equipment and starting blocks to enable competitive swimming to take place.
 - ◀ Work with Places Leisure to develop a sustainable business plan, cognisant of the need to return to a normal trading position by April 2022.
- ◀ Continue to work with Felixstowe indoor bowls club and the EIBA to ensure its needs are fully met within replacement provision.
- ◀ In respect of development of the Brackenbury Sports Centre site, ensure that opportunity in respect of investment of a capital receipt into community sports provision is fully realised.

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- ◀ Work with the LTA, Lowestoft and Felixstowe tennis clubs to explore potential for capital investment in indoor tennis facilities. This should be considered as part of the linked housing developments such as North Felixstowe Garden Neighbourhood.

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4.3.1 Indoor built facilities action plan (generic actions)

Recommendation	Action	Timescale	Responsibility	Importance
Aim to improve the accessibility of contracted leisure provision to rurally isolated residents and those with health/mobility issues by exploring whether initiatives such as community transport are appropriate for this purpose and could be extended or enhanced. ENHANCE	Work with community partnerships to further identify means by which better access to leisure provision can be developed in order to reduce rural isolation.	Autumn 2021	ESC, Community Partnerships	High
Work with secondary school and academy providers to maintain the quality and preserve the function of existing sports halls on school sites. PROTECT	ESC to maintain regular contact with secondary school network, and via Active Suffolk to develop awareness of facility improvement needs	Ongoing	ESC, Active Suffolk	Medium
Work with secondary school and academy providers at schools with below average quality sports halls to upgrade and improve them. ENHANCE	Work with the following schools, as detailed in the facility specific action plan. <ul style="list-style-type: none"> ◀ Felixstowe Academy ◀ Farlingaye High School ◀ Benjamin Britten High School ◀ Sir John Leman High School ◀ Saxmundham Free School ◀ Alde Valley Academy 	2021-22	ESC, Active Suffolk, Identified secondary schools	Medium
Work with partners to explore potential to create additional capacity in school sports hall supply via enhancement of booking arrangements, securing additional staff resource and/or sourcing external funding support. ENHANCE	Identify exact school requirements on a site-by-site basis to collectively form an East Suffolk School engagement action plan.	Autumn 2021	ESC, Active Suffolk, schools	Medium

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4.3.2 Indoor built facilities action plan (sport and activity specific actions)

Sport/activity	Recommendation – ESC to:	Timescale	Responsibility	Importance
Swimming ENHANCE	Consider more promotion and use of smaller community pools and lido provision.	Ongoing	ESC, Places Leisure	Medium/high
Tennis PROVIDE	Work with Lowestoft and Felixstowe tennis clubs to explore potential for capital investment in indoor tennis facilities.	Autumn / Winter 2021	ESC, LTA	Medium
Health and fitness ENHANCE	Work with community partnerships, local primary care networks, parish councils and targeted voluntary sector partners to determine whether provision of H&F equipment within selected community and village hall settings is potentially part of the solution in respect of reducing social isolation and improving health & well-being.	Ongoing	ESC, Community Partnerships	Medium
Squash ENHANCE	ESC to work with England Squash, St John Leman High School and Framlingham College to identify required improvements in order to enhance overall facility quality. In respect of squash at the replacement Felixstowe Leisure Centre, work with <i>in situ</i> clubs to ensure that programmes such as Squash 101 are implemented effectively.	Autumn / Winter 2021 On opening of new centre	ESC / LTA, St John Leman HS, Framlingham College. ESC, ES, Places Leisure	Medium Medium/high
Cycling ENHANCE/ PROVIDE	In respect of the proposed East Suffolk Cycling strategy, consider how it can work with its leisure operators to promote cycling as a means to access built facilities, raise awareness of existing routes and proposed network improvements. In respect of the emerging ESC Cycling and Walking Strategy, ensure that findings with regard to development of new cycle corridors and improving accessibility to existing routes consider connectivity to existing and proposed built facility provision, including the replacement Felixstowe Leisure Centre.	2021-22	ESC, Places Leisure, Everyone Active, appointed design teams.	Medium / High
Bowls PROVIDE	Work with Felixstowe Indoor Bowls Club to ensure a clear strategy is in place with regard to management and operation of the proposed new facility at Deben High School, and that the Club is fully engaged in this process in the lead up to opening.	2021-22	ESC, EIBA,	Medium

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Sport/activity	Recommendation – ESC to:	Timescale	Responsibility	Importance
Badminton ENHANCE	England Badminton to work with member East Suffolk clubs and facility providers to identify specific facility capacity constraints hindering growth.	Summer / Autumn 2021	Places Leisure, BE, Everyone Active	Low /Medium

4.3.3: Indoor built facilities action (Facility specific actions)

Facility	Management	Overview	Recommendation	Lead agencies
Brackenbury Sports Centre PROTECT	Places Leisure	This site currently houses a 5-court sports hall, 2 squash courts and meeting rooms all of above average quality. It is to be replaced by the new Felixstowe Leisure Centre	Replace gymnastics provision at new Centre. Ensure that any opportunity in respect of investment of a capital receipt into community sports provision is fully realised	ESC, Places Leisure
Leiston Leisure Centre PROTECT/ENHANCE	Places Leisure	Facility has had recent major refurbishment, rated as good quality containing a 25m x 5 lane swimming pool, learner pool, health and fitness and squash courts	Focus on financial recovery following the lifting of Coronavirus restrictions. Consider use of available insight (i.e., SE Moving Communities) to enable programming to be flexed to maximise access to rurally isolated and older residents.	ESC, Places Leisure
Deben Leisure Centre PROTECT/ENHANCE	Places Leisure	This has undergone recent major refurbishment. It is rated as good quality and contains a 25m x 6 lane swimming pool plus H&F.	Focus on financial recovery following the lifting of Coronavirus restrictions. Consider use of available insight (i.e., SE Moving Communities) to enable programming to be flexed to maximise access to rurally isolated and older residents.	ESC, Places Leisure
Felixstowe Leisure Centre (existing) PROTECT/ENHANCE	Places Leisure	Existing leisure centre, containing 25m x 6 lane swimming pool, (rated below average) fitness suite and indoor bowls centre (rated above average)	Focus on financial recovery following the lifting of Coronavirus restrictions. Consider use of available insight (i.e., SE Moving Communities) to enable programming to be flexed to maximise access to rurally isolated and older residents.	ESC, Places Leisure
Waterlane Leisure Centre PROTECT/ENHANCE	Everyone Active	This re-opened in 2021. It is rated good quality following major refurbishment. It offers: <ul style="list-style-type: none"> 90 station health and fitness suite 6 court sports hall 25 m x 5 lane swimming pool 2 squash courts 	Focus on financial recovery following the lifting of Coronavirus restrictions. Consider use of available insight (i.e. SE Moving Communities) to enable programming to be flexed to maximise access to rurally isolated and older residents.	ESC, Everyone Active

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Facility	Management	Overview	Recommendation	Lead agencies
Felixstowe Leisure Centre replacement PROVIDE	Places Leisure	New leisure centre to be provided with the following specification <ul style="list-style-type: none"> 25m x 8 lane pool Learner pool 15m x 8.5m 5 court sports hall Health and fitness gym (100 stations) Studios x 2. Spin studio x 1 Squash courts x 2 Thermal suite sauna and steam Flexible meeting/consultation space 	Work with appointed design team to ensure final swimming pool specification includes appropriate timing equipment and starting blocks to enable competitive swimming to take place Ensure that Active Design principles are fully applied in the final facility design in relation to the North Felixstowe Garden Neighbourhood Work with Places Leisure to develop a sustainable business plan, cognisant of the need to return to a normal trading position by April 2022.	ESC, Places Leisure
Waveney Valley Leisure Centre PROTECT/ENHANCE	Everyone Active	It re-opened in 2021, rated as good quality following major refurbishment and containing: <ul style="list-style-type: none"> 50 station health and fitness suite 25 x 5 lane swimming pool 	Focus on financial recovery following the lifting of Coronavirus restrictions. Consider use of available insight (i.e., SE Moving Communities) to enable programming to be flexed to maximise access to rural isolated and older residents.	ESC, Everyone Active
Kesgrave Comm. Sports/Conference Centre PROTECT/ENHANCE	In house (Charity)	Multi-sport site; four court sports hall, cycle speedway track, conference and community centre, tennis and outdoor pitches.	Focus on ensuring site sustainability following resumption of activities. Consider how footfall can be maximised across non-sporting facilities (e.g., conference space, health consultation).	Kesgrave Trust, ESC, Active Suffolk
Pakefield High School ENHANCE	N/A	4-court sports hall rated above average quality. The school does not offer community use of its sports facilities.	Consider how School can be best supported to develop a community use offer, taking into account current resource constraints.	Pakefield HS, ESC, Active Suffolk
Benjamin Britten High School PROTECT/ENHANCE	In -house	4-four court sports hall rated above average quality & below average changing facilities. It offers c40 hours of community use per week.	Focus on a sustainable return to community use activity following Pandemic and maximising community bookings. Consider changing room refurbishment.	Benjamin Britten HS, ESC, Active Suffolk
Bungay High School PROTECT/ENHANCE	In house	4-court sports hall rated above average, offering 20 hours per week of available community bookings.	Focus on a sustainable return to community use activity post-Pandemic and maximising community bookings, explore possible increase in available community hours.	Bungay HS, Active Suffolk

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Facility	Management	Overview	Recommendation	Lead agencies
East Point Academy PROTECT/ENHANCE	In house	4-court sports hall and 50 station H&F rated above average quality. Offering 35 hours per week of available community bookings.	Focus on sustainable return to community use activity post-Pandemic and maximising community bookings.	East Point Academy, Active Suffolk
Alde Valley Academy	In house	4-court sports hall not currently marked out and currently used as assembly / dining space.	Consider whether , with appropriate reinstatement of line marking the feasibility of returning use of the sports hall for community use.	Alde Valley Academy, Active Suffolk
Farlingaye High School PROTECT/ENHANCE	In house	4-court sports hall rated below average, offering 42 hours per week of available community bookings.	Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Consider sports hall and changing room refurbishment.	Farlingaye High School, Active Suffolk
Felixstowe Academy PROTECT/ENHANCE	In house	4-court sports hall rated below average, offering 26 hours per week of available community bookings.	Focus on a sustainable return to community use activity post-Pandemic and maximising community bookings.	Felixstowe Academy, Active Suffolk
Orwell Park School PROTECT/ENHANCE	Not known	Independent secondary school, not able to offer access at the time of audit and offering 20 hrs of available community bookings.	Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Establish any specific facility improvement needs.	Orwell Park School, Active Suffolk
Sir John Leman High School PROTECT//ENHANCE	In house	Secondary school offering 38.5 hrs of community access, containing four court sports hall rated as good and one squash court rated as below average	Continue to focus on a sustainable return to community use activity post-Pandemic, and improvement of online booking arrangements. Consider refurbishment of squash court.	Sir John Leman HS, Active Suffolk
St Felix School PROTECT/ENHANCE	In house	Independent school, 4-court sports hall, 25 x 5 lane swimming pool, 2 squash courts, all rated above average. Offers 31 hrs of community access:	Focus on a sustainable return to community use activity post-Pandemic and maximising community bookings. Consider whether swimming facilities could offer wider community access.	St Felix School, Active Suffolk
Thomas Mills High School PROTECT/ENHANCE	In house	4-court sports hall rated below average offering 20 hrs community access	Focus on a sustainable return to community use activity post-Pandemic and maximising community bookings. Consider refurbishment of sports hall and changing room areas.	Thomas Mills High School Active Suffolk

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Facility	Management	Overview	Recommendation	Lead agencies
Ipswich school sports centre PROTECT/ENHANCE	In house	5-court sports hall rated above average offering 46.5 hrs per week community access	Focus on a sustainable return to community use activity following the Pandemic and maximising community bookings.	Ipswich School Sports Centre Active Suffolk
Kesgrave High School PROTECT/ENHANCE	In house	4-court sports hall rated above average and offering 46 hrs community access	Focus on a sustainable return to community use activity post-Pandemic and on maximising community bookings.	Kesgrave High School
Ormiston Denes Academy PROTECT/ENHANCE	In house	Secondary school containing a four court sports hall and offering 45 hours of community access per week.	Focus on a sustainable return to community use activity post-Pandemic and on maximising community bookings.	Ormiston Denes Academy
Woodbridge School PROTECT/ENHANCE	In house	Independent school, 6-court sports hall rated below average quality – offers 45.5 hours of community access	Focus on a sustainable return to community use activity post-Pandemic. Consider a programme of refurbishment to sports hall and changing rooms.	Woodbridge School
Commercial fitness gyms PROTECT	Commercial	There are several commercially operated health and fitness gyms situated across the district, including large budget gym providers in Lowestoft , Beccles and Felixstowe.	ESC and leisure operators to maintain a watching brief in respect of commercial gym sector presence in the district and respond flexibly to any significant changes in supply affecting the market.	ESC, Places Leisure, Everyone Active
Waveney Gymnastics Club PROTECT	In house	Indoor gymnastics centre including conference room and café.	ESC to work with Waveney Gymnastics Club and British Gymnastics to help club to make a sustainable return to activity post-Pandemic, including marketing and promotion of the facility.	Waveney GC, ESC, BG

PART 5: MONITORING AND REVIEW

This Strategy identifies the investment and actions required to deliver and maintain a high-quality built facilities infrastructure for East Suffolk for the period up until 2036.

It is important that the Strategy is (and is treated as) 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 contributing to the quality of life of East Suffolk residents.

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

It will be important for East Suffolk and its partners to adopt a 3-5 year action plan based around the Strategy. The delivery of this should be monitored and reviewed on an annual basis. It is further recommended that a holistic, annual monitoring process and report be set up to assess progress made in respect of recommendations made in ESC's Indoor and Built Facilities Strategy, its Playing Pitch Strategy and the Open Spaces report.

This process should not only review progress against the action plan but identify actual/potential changes in supply and demand. This is on the basis that the Strategy is as much about how facilities are used as it is about ensuring that local infrastructure is of a good quality.

The annual review should include:

- ▶ Review of annual progress on recommendations made in the 3-5 year action plan; taking account of any changes required to the priority of each action (e.g. the relevance of some may increase/decrease following implementation of others).
- ▶ Learning and sharing lessons learnt throughout the period.
- ▶ Taking account of any other new facilities which come on stream within, or that will have an impact on, residents of the District.
- ▶ Review of any specific changes in the use of key sites (e.g., sport specific specialisms, changes in number of community available hours, opening times etc.).
- ▶ Any specific changes in demand at particular facilities and/or from clubs in the area (e.g., reduction or increase in club numbers, reaction to new housing growth etc.).
- ▶ Giving consideration to new sports/activities and/or formats of traditional sports that may emerge.
- ▶ Any other 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 in and across the District.