

CANTERBURY CITY COUNCIL

INDOOR SPORTS FACILITIES STRATEGY

OCTOBER 2020

QUALITY, INTEGRITY, PROFESSIONALISM

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PART 1: INTRODUCTION

This is the Canterbury District Indoor & Built Facilities Strategy (IBF) for the period 2019 – 2040. Recommendations are drawn from the Needs Assessment Report 2019, researched and prepared between July – December 2019 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). The Assessment Report and Strategy have been prepared in accordance with Sport England’s ANOG (Assessing Needs and Opportunities Guidance - for Indoor and Outdoor Sports Facilities) and in consultation with Canterbury City Council (CCC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

It should be noted that ‘Canterbury’ refers to the district unless specified as Canterbury City.

COVID-19

Since the production of the Assessment Report and the draft Strategy & Action Plan documents there has been global pandemic from the spreading of COVID – 19 (Coronavirus). This led to England entering an unprecedented state of Lockdown on the 23rd March 2020. Lockdown requires the general public to remain at home and only leave their households for food, health reasons or work (only if work cannot be carried out at home). In addition, if people are to go outside they are to remain two metres apart. This understandably has led to all sporting activities including all those covered in the Indoor Sports Facilities Strategy documents to be severely impacted. The remobilisation of activities and facilities will be a significant challenge with the easing and increasing of measures.

It should be noted that both the Assessment Report and Strategy & Action Plan were created before the pandemic and the state of lockdown occurred. The documents use the Sport England Playing Assessing Needs and Opportunities Guidance and therefore the supply and demand analysis within the documents and the strategic recommendations made are accurate based on information collated in 2019.

It is currently unknown what the future impact of COVID-19 and the lockdown will have on participation and the quality of provision for each facility and sport referenced in the documents. Therefore, it is acknowledged that as part of the Indoor Sports Facility Strategy process, the review of the documents should ensure that any recommendations made are still accurate based on future levels of supply and demand.

The Strategy has a clear recommendation that the Indoor Sports Facilities Strategy should be reviewed on an annual basis from the date it is formally signed off. A review will help to maintain the momentum and commitment built up during its development.

1.1 Purpose

The overall aim of the indoor sports strategy 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. CCC has an 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 Canterbury residents require.

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It provides a concise, robust, comprehensive and up-to-date evidence base in line with the emerging Local Plan and sets 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 report is one component of a wider suite which includes a playing pitch strategy.

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. It (and partners) place particular emphasis on getting the inactive active and targeting interventions at under-represented groups.

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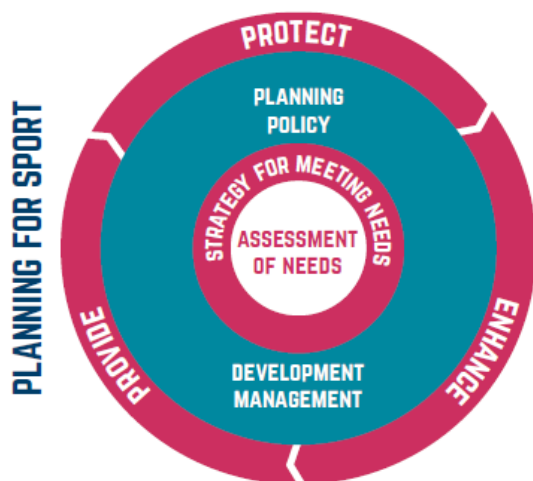
Sport England's planning aim

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: The Sport England Planning for Sport Model



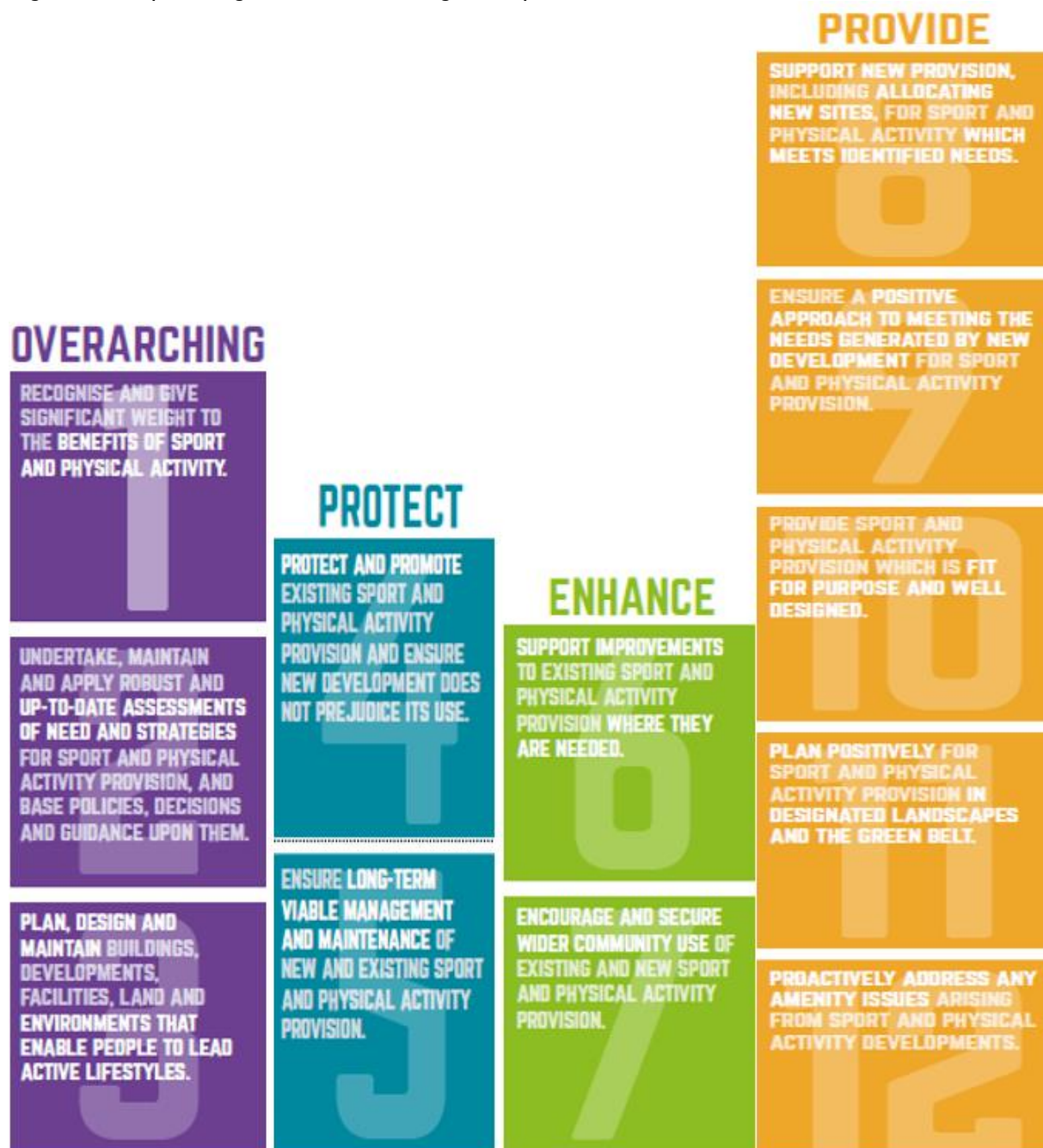
It is supported by 12 planning-for-sport principles. These are targeted at helping the planning system to contribute to sustainable development by fulfilling the key role the National Planning Policy Framework (NPPF) highlights it has to play in creating strong, vibrant and healthy communities.

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



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PART 2: LOCAL AREA CONTEXT

2.1 Local strategic context

CCC 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. The council also recognises the importance of working in partnership with other agencies to deliver opportunities across the district.

Canterbury City Council Corporate Plan 2016-2020 (currently being reviewed)

The stated aims and objectives of CCC's Corporate Plan are:

Theme	Description
People	Residents enjoy a good quality of life and those in need are supported
Aims	<ul style="list-style-type: none"> ◀ Working to achieve enough high-quality housing to meet everyone's needs. ◀ Contributing to the good health of local people. ◀ Focussing community support on those in most need of it. ◀ Acting with others to protect communities from flooding, crime and anti-social behaviour. ◀ Inspiring people through a wide range of cultural activities and opportunities.
Places	Make the most of the unique built and natural environment
Aims	<ul style="list-style-type: none"> ◀ Making the city, towns and villages places to be proud of. ◀ Keeping the district clean. ◀ Protecting and enhancing open spaces, heritage and wildlife.
Prosperity	The district has a resilient, diverse economy which supports job growth
Aims	<ul style="list-style-type: none"> ◀ Supporting business growth. ◀ Enabling infrastructure improvements to regenerate urban spaces and deliver economic growth.

Canterbury District Local Plan (adopted July 2017)

This sets out the vision for the Area from 2011-2031. It provides certainty for local people, developers and others about planning decisions for the area. It aims to:

- ◀ Create well-designed new communities, with good access to jobs and services.
- ◀ Make sure there is enough housing, and different types of housing, to meet the needs of local people and support new job creation.
- ◀ Protect sensitive landscape, wildlife areas and other key environmental assets.
- ◀ Make certain that new infrastructure, such as transport, schools and health facilities, are provided in parallel with development.
- ◀ Protect and strengthen town and village centres.
- ◀ Support the growth of the universities and colleges.
- ◀ Support development of new and improved cultural and leisure facilities.

The Council has evidence which indicates the need to grow, broaden the economy and provide housing to meet local needs and support the local economy.

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Vision and strategy

The Council's vision for the district is that *"through focused, well-planned and environmentally sustainable growth, by 2030 the Canterbury District will be defined by a dynamic strong economy and distinctive cultural and visitor experience from which our communities will prosper. As a council we will provide leadership for our community and shape our district through working in partnership to deliver our vision. We are ambitious and will do the best for our people and will be prepared to take the difficult decisions which may be needed when choices have to be made. We will support the growth needed to deliver our ambition of having a strong dynamic economy and a skilled well-paid workforce supported by the quality of life and housing of the appropriate scale and quality."*

Plan objectives

- ◀ To strengthen and broaden the local economy.
- ◀ To provide sufficient housing to meet local housing need and support economic growth.
- ◀ To protect the built and natural environment.
- ◀ To develop sustainable communities and seek to ensure that adequate community facilities are provided.

Strategic Programme for commissioning and support 2017-2020

The aspiration for CCC, as identified in this document, is that it will ensure best value by targeting investments in internal and external services, to respond to and deliver the Corporate Plan. To achieve this, the Council "will work with the diverse cultural, sports and voluntary sectors to complement and enhance the local economy and vibrant communities. These communities will feel empowered to identify and provide services in response to local social and economic need, helping to support people, places and prosperity within the district".

Active Partnership

The Active Partnership for Canterbury is *Kent Sport*. It is an integrated team of Kent County Council and Sport England funded staff, working together for the county. Kent Sport is part of a nationwide network of 43 active partnerships which work collaboratively with local partners and networks to create the conditions for an active nation using the power of sport and physical activity to transform lives. Kent Sport has produced *A Strategic Framework for Sport and Physical Activity in Kent and Medway 2017-2021*. Its vision is 'More people, More active, More often' and its aim is to make Kent more active by 2021. Its priorities are:

- ◀ Increasing participation.
- ◀ Supporting inactive people to become active.
- ◀ Link to social agendas (health, education etc.).
- ◀ Opportunities for children and young people to be active.
- ◀ Addressing inequalities in engagement with sport by targeting certain groups (women, lower socio-economic population, black & ethnic minorities, disabled and older people).
- ◀ Improving facilities.
- ◀ Supporting the voluntary sector and volunteering.
- ◀ Supporting talented performers.
- ◀ Maximising the benefit of major events.

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Kent CC and Medway - Health and Social Care Sustainability and Transformation Plan

The Health and Social Care Sustainability and Transformation Plan (STP) includes four themes; Care Transformation, Productivity, Enablers and System Leadership. Under the Care Transformation theme are four key areas including prevention which in turn includes four priorities:

- ◀ Obesity and physical activity.
- ◀ Smoking cessation and prevention.
- ◀ Workplace health.
- ◀ Reduce alcohol-related harms in the population.

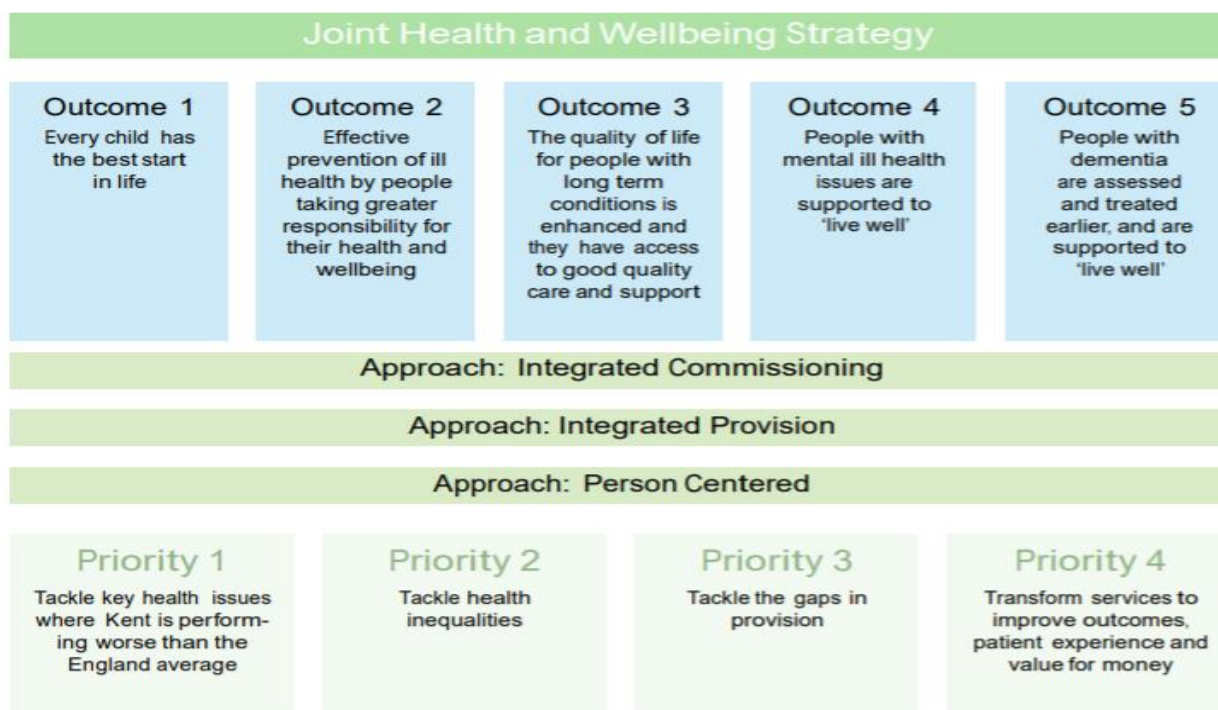
Kent Health & Wellbeing Board - Joint Health and Wellbeing Strategy

This strategy has been extended until 2021 to take account of the creation of the Kent and Medway Health and Wellbeing Board in partnership with Medway Council and the work of the STP. This strategy aims to confront that challenge, to improve the areas in which - despite generally good levels of health. Kent lags behind the country as a whole, and to tackle the significant differences in people’s health and wellbeing across the county.

Vision

Improve health and wellbeing outcomes, deliver better coordinated quality care, improve the public’s experience of integrated health and social care services and ensure that the individual is involved and at the heart of everything we do.

Figure 2.1: Joint health and wellbeing strategy outcomes



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Canterbury and Coastal Health and Wellbeing Board is hosted by CCC. It meets on a monthly basis to plan how best to meet the health needs of the local population and overcome health inequalities (for example, life expectancy differences for people across the Canterbury and Coastal area). Its mission is to secure the highest quality, most cost effective and compassionate care as close to home for patients as possible.

Active Life

Active Life is a not-for-profit charitable trust which operates leisure centres on behalf of CCC. It merged with Fusion Lifestyle in April 2019, which is also a registered charity. Active Life has become a subsidiary of Fusion but is to retain its identity and a local board to operate Kingsmead Leisure Centre, Canterbury, Herons Leisure Centre and Bay Sports Arena, Herne Bay and Whitstable Swimming Pool and Whitstable Sports Centre, Whitstable.

Active Life has agreed 50-year leases for the CCC's three main leisure centres (April 2019) and will work with Fusion to deliver an investment package of c.£11.5m into Kingsmead Leisure Centre, Herons Leisure Centre and Whitstable Swimming Pool.

Summary of local context

The key messages emerging from local policies are primarily focused on improving the quality of the lives of residents through collaborative work and increasing physical activity. Health and wellbeing, whilst identified in many instances as better than the national average, is being targeted at those areas of the district in which it is not as good. CCC will work with the diverse cultural, sports and voluntary sectors to complement and enhance the local economy and vibrant communities. CCC understands the importance of increasing physical activity and sport to area growth and improved environment status.

2.2 About Canterbury

The City of Canterbury is a local government district with city status located in east Kent, approximately 55 miles east-southeast of London.

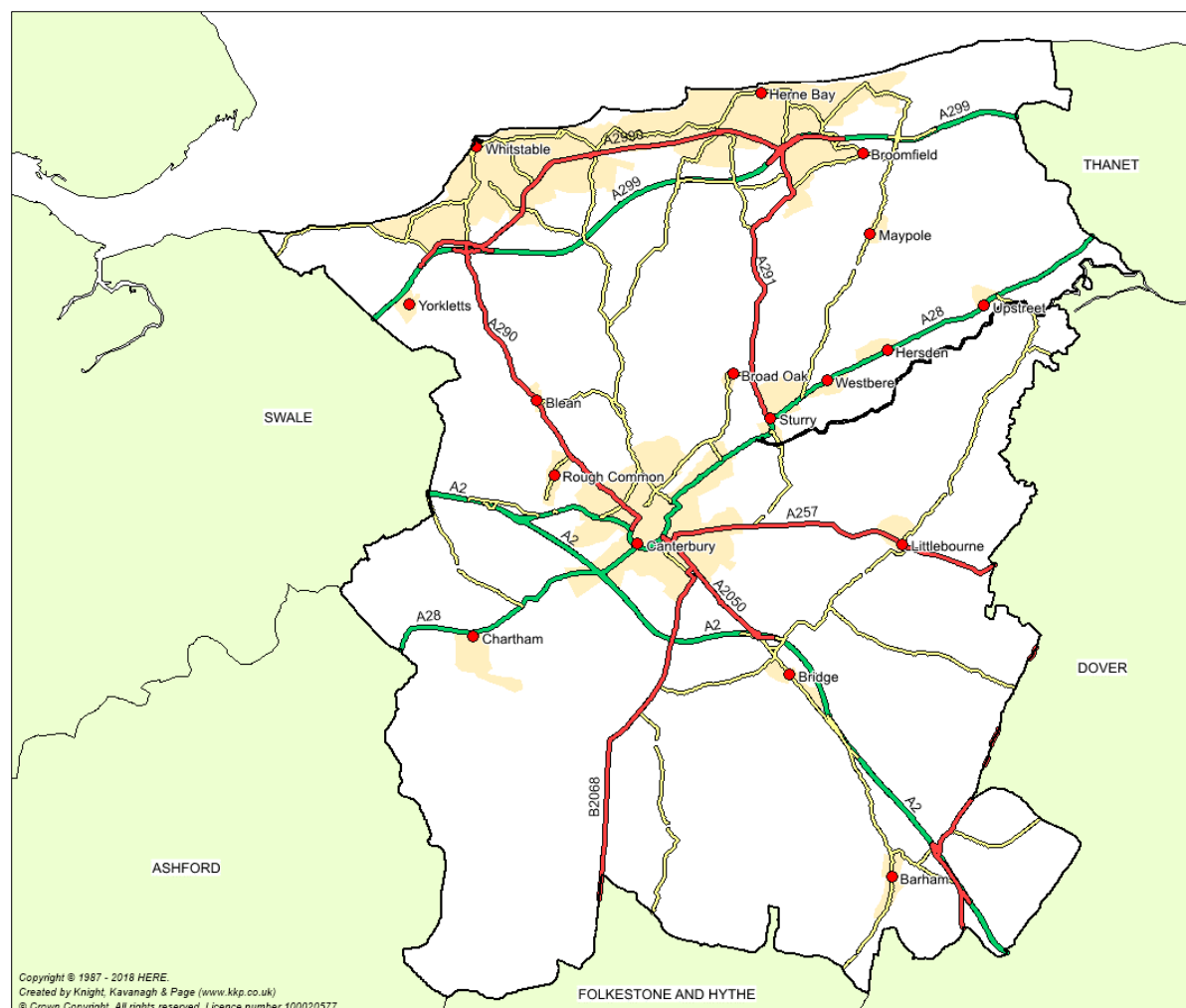
Canterbury District includes three main residential areas: the historic English cathedral City of Canterbury, and the coastal towns of Herne Bay and Whitstable. Surrounded by 27 parishes the district is largely rural, with a coastal strip, coastal seaside towns and beaches. It is a popular tourist destination (one of the most-visited cities in the UK) and the City's economy is heavily reliant on tourism. There is a substantial student population as a result of the presence of the University of Kent, Canterbury Christ Church University, the University for Creative Arts and the Girne American University (Canterbury Campus). Canterbury is small in terms of geographical size and population when compared with other British cities.

Figure 2.2, overleaf, depicts several key transport routes including the A2, A28, A290, A2990, A299 and A291. The A299 runs east to west linking the coastal towns and the A28 runs in a north easterly direction cutting across the middle of the district. The Authority borders the five local authorities of Thanet, Dover, Folkestone and Hythe, Ashford and Swale.

Population and distribution (Data source: 2018 Mid-Year Estimate, ONS). The total population of Canterbury (2018 MYE), was 164,553 of which 80,878 are males and 83,675 females.

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Figure 2.2: Canterbury with main roads



Deprivation (Data source: 2019 indices of deprivation, Ministry of Housing, Communities & Local Government). Relative to other parts of the country Canterbury experiences low levels of deprivation; 19.4% of the population falls within areas covered by the country's three most deprived cohorts (national average: c.30%). Conversely, 36.4% live in the three least deprived groupings in the country.

Health data (Data sources: ONS births and deaths, NCMP¹ and NOO²). In keeping with patterns seen alongside lower levels of health deprivation, life expectancy in Canterbury is higher than the national figure; the male rate is currently 80.3 compared to 79.6 for England, and the female equivalent is 83.5 compared to 83.2 nationally.³

Weight and obesity - Obesity is widely recognised to be associated with health problems such as type 2 diabetes, cardiovascular disease and cancer. At a national level, the resulting NHS costs attributable to overweight and obesity⁴ are projected to reach £9.7 billion by 2050, with wider costs to society estimated to reach £49.9 billion per year. These factors combine to make the prevention of obesity a major public health challenge.

¹ National Child Measurement Program

² National Obesity Observatory

³ Office of National Statistics: Life Expectancy at Birth by local areas in the United Kingdom, 2013.

⁴ Adult Weight Data was released in June 2015 for 2012-2014. The child data is for the period 2015-2016

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Adult obesity rates in Canterbury are below national and regional averages. Child rates for obesity are also lower than the regional and national rates.

Active Lives Survey (ALS) 2018/2019

The latest ALS data available (November 2018/19) is based on 16+year olds taking part in walking, cycling, fitness, dance and other sporting activity (excluding gardening). It indicates that in Canterbury there is:

- ◀ A smaller proportion of inactive people (19.8%) compared with England (24.6%) and the South East (22.0%).
- ◀ A slightly smaller proportion of fairly active people (9.6%) than the South East (22%) and England (12.3%).
- ◀ A higher proportion of more active people (70.6%) than the regional (65.9%) and national averages (63.3%).

Population projections

Strategic planning: Change over 25 years (2016 to 2041⁵)

The most recent ONS projections indicate a rise of 19.7% in Canterbury's population (+32,027) over the 25 years from 2016 to 2041. Over this extended timeframe there will be fluctuations in the number and proportion of people in different age groups. Key points for Canterbury are:

- The progressive rise in the number of 25-34 year olds, rising by 3,692 (+23.5%) over the first half of the projection (to 2031).
- (By contrast) the predicted decline in the number of 45-54 year olds (7.4%) in the first period (1,462) followed by growth back up by 4.0% (794) in the second period.
- The continuous increase in the number of persons aged 65+. This will be 34.8% (11,357) in the first period rising to 56.2% (18,319) between 2016 and 2041. While this age group represented 20.1% of Canterbury's population in 2016 it is projected to be 26.2% of the total by 2041.

2.2: House building and policy

House building in Canterbury is subject to a range of policies including the following:

Objectively Assessed Housing Need (OAN) – Canterbury District

To meet future household growth over the period to 2031, there is a need for 831-906 dwellings per annum, however, it is acknowledged that there are some data issues recording students in Canterbury District. A review of market signals, affordability and household formation rates suggests that the District has some poorly performing indicators, particularly related to the cost of housing. The Strategic Housing Market Assessment (SHMA) identifies that the OAN for the District is 1,140 dwellings per annum 2016-2031.

⁵ Office for National Statistics 2016-based population projections (data released May 2018)

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Local Housing Need (LHN) – Canterbury District

The SHMA predates the introduction of the standardised Local Housing Need (LHN) calculation brought in by the 2019 NPPF and acknowledges this in the assessment of OAN. National policy sets out a standard formula for calculating what each local area housing requirement should be using data on population growth and median workplace-based affordability ratios.

Using the nationally set calculation, Canterbury District would have a housing requirement of 1,120 homes per year. This figure is likely to change in the next few years as new data on population and affordability for the district is released; the government has also stated there will be changes to the formula used in calculation later in 2020.

Kent County Council - Growth & Infrastructure Framework (GIF) 2018 update

This provides the emerging developments and infrastructure requirements, to support growth across Kent and Medway up to 2031. The 2018 update predicts that £16.4 billion investment in infrastructure is required to unlock the growth potential of the area. It also provides a framework across the county for identifying and prioritising investment across a range of infrastructure. The Framework for Community and Indoor Sports Facilities concludes that there are gaps in current facility distribution against the focus areas of housing growth in North East Canterbury, but relatively strong indoor sports provision in Canterbury as a whole.

Major developments in Canterbury

As part of the Local Plan, some sites in the District are allocated for major developments with 14 strategic sites identified in the current Local Plan (most to be built by 2031) with a total of 11,796 dwellings

Table 2.1: Strategic housing sites

Settlement area	Number of houses	Settlement area	Number of houses
Canterbury	5,960	Herne Bay	3,230
Sturry	1,906	Whitstable	700

Summary of the demographic profile

The projected increase in the size of the Canterbury population is likely to lead to a significant rise in the number of people who wish to take part in sport and physical activity (potential customers of leisure facilities). An additional issue will be how the ageing population chooses to use its leisure time; this may well lead to changes in levels of demand for different activities. As noted earlier, 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 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 any 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 CCC, 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 the coming years.

PART 3: NEEDS ASSESSMENT FINDINGS

3.1 General findings

Canterbury recognises the importance of its leisure facility stock to physical activity, health and wellbeing and is committed to its retention via the presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the district

There is a projected increase in the size of the population in the district of 19.7% by 2041. It is highly likely that these new communities will look within their district for key services thereby leading to increased pressures and numbers of people wishing to take part in sport and physical activity. The other 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. It is also fair to assume that there will be increased demand for sports facilities and physical activity opportunities 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 changing demand and need associated with demographic change.

A plethora of activity is being delivered by the local authority, third sector and the private sector some of which does target hard to reach groups and is attempting to raise the volume of physical and sporting activity at all levels and age groups.

The principal opportunity/challenge for Canterbury District is to ensure that its stock of facilities is fit for the future and viable. 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.

3.2: What do we know about facilities and activities in Canterbury?

Village and community halls

There are 37 village and community halls in Canterbury District distributed throughout the area covering both rural locations and areas of higher population density. These have the potential to offer a variety of different types of physical activity which are relevant to the local communities which they serve.

Activities tend to reflect local community needs. Research undertaken for the audit suggests that demand for village hall and community centre space is high. This highlights their importance in ensuring that a good range of local sport and physical activity is provided for residents. They also play an important role ensuring that people/older people in more rural areas have access to facilities and can contribute to getting the inactive active or retaining those already involved. Further analysis is required to gauge whether, and the extent to which, activities in these facilities can further meet the needs of what is an ageing local population.

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Sports halls

Canterbury District has 43 sports halls (118 badminton courts) of which 22 at 18 sites have 3+ courts. Plans are in place to build a new 4-court sports hall at Barton Court Academy, one at Kingsmead Leisure Centre (to replace one being developed for other leisure uses) and a new 3-court sports hall at Simon Langton Grammar School (Girls). The audit identifies no requirement (other than those planned) for additional sports hall provision to meet residents' needs, assuming that those noted continue to provide (or extend) community provision.

The majority of sports halls have been refurbished within the last few years which has resulted in there being a relatively good quality facility stock. The City centre is well serviced by a large number of good and above average quality sports halls. Residents of Whitstable, however, only have access to a below average sports hall, whilst Herne Bay has access to one above average facility.

Most (86%) of residents living in areas of higher deprivation live within one mile of a sports hall. There is a need to ensure that residents living in areas of higher deprivation can access such provision. Three sports halls offer daytime use (Kingsmead Leisure Centre, Northgate Ward Community Centre and Polo Farm Sports Club) - all located in Canterbury city centre. There is no daytime sports hall availability in the coastal towns of Whitstable and Herne Bay.

Ownership and management are shared between universities, local authority, (operated by a trust - Active Life), community sports association, academies, schools and voluntary organisations. Most offer substantial community use although there is scope to increase availability at some sites. Consultation with sports clubs confirms the limited capacity for expansion in current facilities which is reportedly restricting growth especially in badminton and handball.

St Edmunds School (independent) currently offers significant community availability. It is not able to include ancillary facilities (toilets and changing) with its hall as it only has sufficient changing space to service its own needs – a pitfall which impacts upon its ability to engage with the wider community. It is also understood that Christ Church Sports Centre (University facility) is exploring whether the current limitations on use can be reviewed; this might also lead to increased community availability.

There is a need to maintain the good relationships between education providers and clubs to ensure that existing availability of sports hall provision is maintained and increased. This will be needed to cater for the high demand for sports hall space and be carried forward to the operation of new sports halls being developed (or having use restrictions lifted as in the case of Christ Church University Sports Centre).

Swimming pools

There are 15 pools of varying size on 11 sites of which seven meet the requisite size for the study (i.e. are 160m² or above) plus four learner/teaching pools, three lidos and one leisure pool. Of the seven that meet the requisite size: four main swimming pools are rated above average; one is below average (Kingsmead Leisure Centre); one is poor (Simon Langton Grammar Schools - Boys); and one main pool at Broome Park Golf Club is used exclusively by its members only and was not assessed.

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Kingsmead Leisure Centre is the oldest swimming pool in the area (opened 1970) while DW Sports Fitness is the newest (opened 2010). Facility quality will improve following investment at Kingsmead Leisure Centre and Whitstable Swimming Pool (planned for 2020).

Hérons Leisure Centre will require investment over the lifetime of the Local Plan as the Needs Assessment identifies that it requires a fully costed repair and maintenance plan to ensure that it remains fit for purpose in the medium to long term.

Simon Langton Grammar School (Boys) Swimming Pool is in poor condition and requires significant investment. It does not, however, have funding set aside to replace the plant or the pool. In addition, there are issues with pool design which hinder maintenance and upkeep.

There is an identified small undersupply of water, equivalent to a learner/teaching pool. The Kings School is exploring the possibility of building a 4 lane 25m swimming pool at its Junior Kings site which could address this. Canterbury Academy also has aspirations to build a swimming pool in the future. Any future pool would need to be available and secured for community use.

The whole Canterbury district population lives within 20 minutes' drive time of a swimming pool. There is a need to ensure that people living in areas of higher deprivation are able to access swimming provision. Of people living in these areas, 59.2% of people live within walking distance of a community available pool. As this is over half of them, consideration should be given to ways to help them access swimming provision, this could include, for example, reduced admission fees due to the requirement for nearly half of them to use transport to access a facility.

Certain facilities have limitations due to them either being located on a school site or being commercially operated and thus requiring membership fees. The mixed economy of available pools means that there is a need to continue to work with the private sector to ensure that it continues to contribute to the swim supply.

Care should be taken to ensure that, should new pools be built, that they do not impact upon/compete with other existing venues and caters for a different market.

Club consultation did not elicit any demand for a 50m pool. Consultation with the University of Kent indicates that it faces demand from students for a swimming pool, however, its needs are currently met by using both public swimming pools and Kings School Recreation Centre. Thus, while the University would welcome a 50m pool, it has no funding in place and the swimming pools within the district currently serve its needs.

Health and fitness suites

There are 21 health and fitness facilities of which 15 have 20+ stations. These offer a total 1,074 stations. There are also 25 dance studios across 14 sites.

Of the 15 health and fitness facilities with 20+ stations: One is rated good quality, 11 above average and three below average. The majority of dance studios (14) are rated above average, four are good quality with just four rated below average and one unassessed. There is a need to maintain quality and where possible improve the condition of the below average rated gyms and dance studios. There are plans to invest in two of the below average dance studios.

A further two health and fitness suites are likely to open in the district plus a potential third at Kings School (Junior Kings). Enhancements are also planned at Whitstable Swimming Pool,

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Hérons Leisure Centre and Kingsmead Leisure Centre, reflecting the importance of the financial contribution made to the wider sports offer and the continued demand for such facilities. There is a need to understand the effect that additional provision may have on the current operators and their ability to continue to generate sufficient income, especially those facilities which may be cross subsidising other activities such as swimming.

The importance of the financial contribution that health and fitness provision can make to the viability of (and to enable) other publicly accessible facilities such as swimming pools is an important facet.

The majority (84%) of the population live within one mile of a health and fitness facility. There is a need to ensure that harder to reach groups and people with specific health needs can access such venues. There are five publicly available pay and play facilities with 20+ stations across the District. There is one private use only venue, with all the others requiring a membership fee.

The key need is to ensure health and fitness facilities cater fully for the full range of different market segments in the Canterbury community. Such facilities along with dance studio space have the potential to increase physical activity in the wider population. The audit identified sufficient supply both currently and projected up to 2041 even taking into account that the market for health and fitness nationally is still growing and proposed local housing growth.

Squash courts

Squash is currently well catered for in the Canterbury area with 15 squash courts at five sites. Two are glass backed (Kings School) and the others are traditional. Given the predicted housing growth in the Herne Bay area it may be worth considering whether residents of Herne Bay require some level of squash provision in the future.

Eight courts are of above average quality, two are below average. Two were unassessed (private facility). Continued maintenance and investment are needed to maintain court quality. There are two private use facilities in Canterbury with membership being required to access the remaining three facilities (Canterbury Squash & Rackets Club, University of Kent and Whitstable Waterfront Club). There is no pay and play squash option in the District. Canterbury Squash Rackets Club is actively trying to increase participation, recruit new members and develop the number of juniors through links with schools and initiatives to drive up participation.

Indoor Bowls

Oyster Indoor Bowls Club is the only dedicated indoor bowls facility in Canterbury. It is thriving (over 600 members) both with bowling and social activities. The EIBA (English Indoor Bowling Association) reports that it is important, given the increasing proportion of older people in the population and that it is the only facility in the area; the nearest neighbouring facilities are more than 30 minutes' drive away.

It is in above average condition and there are plans to improve the changing facilities and stretch and turn the carpet. Funding is being sought from a range of partners to complete the works required.

The current facility is not energy efficient (it was formerly a wholesale cash and carry) with single skin walls and high heating costs. It has limited ancillary and function provision and

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does not meet current social needs. There is no disability access to the upstairs catering area. The building is leased from CCC and the Club pays for upkeep and repairs. Continued maintenance and investment are needed to ensure venue quality.

The majority of the Canterbury population (96%) lives within 20 minutes' drive time of the Indoor Bowls Club. There are no other facilities within 30 minutes' drive. The Club is open to the possibility of re-location should the opportunity arise; this has been mooted in the past. The facility is open during the day and evenings all year round and has capacity to accommodate additional demand. There is a need to ensure that it continues to be a viable and attractive venue at which to play the sport.

Short mat bowls is played in other sports/activity halls in the area with Herne Bay Indoor Bowls Club located at Bay Sports Arena.

Gymnastics

Six gymnastics clubs operate in Canterbury, three (Canterbury Gymnastics Club, Aire Trampoline Club and Canterbury Rhythmic Gymnastics Club) in dedicated gymnastics venues. Canterbury Gymnastics Club and Aire Trampoline Club both have short leases and have approached their landlords to secure longer ones. This has been declined and the situation is preventing the clubs from being able to invest and improve the quality of the facilities and grow capacity to meet demand. The Canterbury Rhythmic Gymnastics Club is exploring the feasibility of developing a dedicated facility at St Anselms School. There is the option to partner with Aire Trampoline Club (currently in one of the dedicated sites with a short lease).

Gymnastics is accessible to residents at recreation level at leisure centres or at all levels via dedicated club facilities - which operate both during the day and in the evening. Current opportunities to grow participation in gymnastics is limited by existing spatial capacity. Consider whether and how to encourage development of additional recreational gymnastics provision in the area given the already high demand for the sport – given that all but one of the clubs have waiting lists. There is a need to consider additional facilities which may serve the needs of more than one club.

Indoor tennis

There are three indoor tennis centres offering a total of nine indoor courts⁶. All are rated above average or good. Access policies range from pay and play (Appeti) to registered membership. All Canterbury residents reside within the 30-minute catchment of a facility and there is no requirement for additional facilities.

Table tennis

Eight table tennis clubs operate in the district and there are two dedicated facilities. Herne Bay Table Tennis Club is poor quality and too small to meet club needs and wider local demand. Chestfield Warriors is also too small to meet the needs of the Club. A larger and/or additional facility to accommodate the needs of table tennis is required.

Herne Bay Table Tennis Club is resistant to re-locating due to potentially increased operating (and membership) costs plus a possible reduced level of access. (It is presently a keyholder and can access the facility when required; daytime and evenings). To support

⁶ Four courts at University of Kent are currently under construction

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table tennis growth there is a need to consider additional/larger facilities which may serve the needs of more than one club.

Watersports

The District has one multi watersports facility, five sailing clubs, one rowing club, two canoe clubs and one kiteboarding club with built facilities. In general, the offer is good with a range of club houses, and ancillary facilities and equipment. Clubs have capacity to accept new members with come and try sessions being low cost (or free) in the first instance. Maintaining and renewing the current facilities and ensuring they are viable in the longer term is important.

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PART 4: STRATEGIC RECOMMENDATIONS ACTION PLAN

Delivery of the action Plan

The following actions are relative to the overall management and programming of key facilities in Canterbury. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access). Short term- 1-2 years; medium- 3-5 years; Long term- 5-10 years. CCC has identified that the priorities for the actions can be categorised as protect, enhance, provide in line with Sport England objectives. It is worth noting that Sport England definitions are as follows:

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

The delivery of the Action Plan will rely on the involvement of various partners. These key partners can be split into categories each of which have a different role:

- ◀ Canterbury City Council - main role is strategic, coordinating and monitoring the implementation of the action plan. Different departments at the council will provide different forms of support:
 - Environment - strategic overview of open space provision in the district, including production of the Open Spaces Strategy and project delivery.
 - Planning, Development Management - assess and decide whether planning applications should be granted or refused on a case by case basis, taking into account the development plan⁷, all available evidence and site specific factors.
 - Planning, Policy - produce the Local Plan, including identification of the need for sport facilities through evidence documents, allocation of sites where appropriate and creation of policies, including for supporting infrastructure and open space.
 - Commercial and Cultural Development - will work and support the voluntary sector and other stakeholders in the development of their organisations and assist in signposting the sector to look for additional funding streams available. Also to work with the local sport sector on the strategic aims and objectives for the district.
 - Contracts and Facilities Management - maintains Local Authority pitches and associated buildings.
 - Property - arranging and signing leases for council land, including pitches and ancillary facilities.
- ◀ Sports England – planning application support, statutory role on loss of any playing fields, supporting grant applications, support developing community use agreements
- ◀ NGBs – identifying and supporting funding applications, supporting club development, helping to negotiate community use agreements

⁷ The includes the adopted Local Plan, supplementary planning documents and associated strategy and evidence documents.

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- ◀ Education – establishing community use agreements, maintenance of pitches
- ◀ Sports Clubs and voluntary sector– applying for funding, maintenance of pitches
- ◀ Private Sector- offering leisure provision on a commercial basis to the community

The Council should make it a high priority to work with NGBs and other partners to comprise a priority list of actions based on local priorities, NGB priorities and available funding.

Lead and delivery partners

As mentioned previously it is not the Council's role to deliver all the actions, and many actions will require multiple partners engaging, therefore the lead and delivery partners column identifies the main partners who are able to work towards the delivery of the actions. For those actions which the Council does not have the ability to enact, but partners do, the Council will offer advice and support when appropriate.

Given the extent of potential actions it is reasonable to assume that partners will not necessarily be able to support all of the actions identified but where the action is a priority and resource is available the partner will endeavour to provide support.

Priority

High priority sites have been identified on the basis of the impact that the site will have on addressing the key issues identified in the assessment. Therefore, some key centres and local sites are also identified as having a high priority level. It is these projects/sites which should generally, if possible, be addressed within the short term (1-2 years).

No sites have been identified as surplus to requirements, so investment priority take account of the need of the facility as to whether facilities need to be protected, enhanced or provided.

The low priority sites tend to smaller standalone sites which are often club or education sites with local specific importance but that may also contribute to addressing the issues identified in the assessment for specific users.

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Costs

The strategic actions have also been ranked as low, medium or high based on cost. The brackets are:

- (L) -Low - less than £50k
- (M) -Medium - £50k-£250k
- (H) -High £250k and above

Timescales

The Action Plan has been created to be delivered over a ten-year period. The information within the Assessment Report, Strategy and Action Plan will require updating as developments occur. The indicative timescales relate to delivery times and are not priority based:

- (S) -Short (1-2 years)
- (M) - Medium (3-5 years)
- (L) - Long (6+ years)

Aim

Each action seeks to meet at least one of the three aims of the Strategy; Enhance, Provide, Protect.

Funding

In order to deliver much of the Action Plan, it is recognised that external partner funding may be needed. Although seeking developer contributions in applicable situations and other local funding/community schemes could go some way towards meeting deficiencies and/or improving provision, other potential/match sources of funding should also be investigated.

In order to address the community's needs, to target priority areas and to reduce duplication of provision, there should be a coordinated approach to strategic investment. As such, the Council should maintain a regular dialogue with local partners.

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4.1: Strategic recommendations

Recommendation (strategic objective)	Action	Timescale	Responsibility	Importance
Ensure sports facilities remain attractive and fit for purpose. (Protect)	Identify ongoing investment, maintenance and refurbishment requirements to improve existing sports facilities. Deliver continued investment in a planned manner.	Long	CCC, facility owners, schools, clubs.	High
Improve the sports offer to meet demand and service the needs of the community. (Enhance)	Deliver planned investments at the public leisure centres to improve facility mix. Explore whether sufficient demand for additional squash courts exists to ensure a robust business case.	Short	CCC, Facility owners	High
		Long		Low
Review current provision to ensure it meets the long-term needs of the residents. (Provide)	Conduct a feasibility study to determine the long-term future of Simon Langton (Boys) Swimming Pool. Consider the demand for a larger and better-quality table tennis facility or re-locate Herne Bay Table Tennis Club to a suitable facility that meets its needs.	Short	CCC, Simon Langton (Boys) School CCC, Herne Bay TTC	High
Increase sport and physical activities within the wider community (Protect)	Support other developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider community.	Medium	CCC	High
New dedicated provision for gymnastics and trampolining is required. (Provide)	Support the development of a new, larger gymnastics facility which also includes provision for trampolining to address the latent demand.	Medium	St Anselms School, CCC Gymnastics Clubs, British Gymnastics	High
Address the lack of ancillary provision (toilet/changing rooms) available to the community at St Edmunds School. (Provide)	Consider the options for providing community ancillary provision at St Edmunds School.	Short	CCC, St Edmunds School	High
Support development of the new pool at Junior Kings to help	Consider how programming at this facility can complement the wider programming requirements of Canterbury residents and drive increases	Medium	CCC	High

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drive increases in participation in quality facilities. (Provide)	in participation at quality swimming pool facilities.			
Recognise the importance of this study; ensure recommendations are acted upon. (Protect, Enhance, and Provide)	Adopt the recommendations in this Study, ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant CCC strategies where appropriate.	Medium	CCC (Planning, Health & Leisure representatives)	High
Keep the Facilities Strategy relevant and up to date.	Complete a light touch review of the study annually. Undertake a complete review within 5 years of its adoption.	Medium	CCC	High
Ensure facilities and activities are available to all. (Enhance)	Ensure that programming and pricing of facilities and activities consider hard to reach groups and are available for all.	Medium	CCC, Leisure operator	Medium
Ensure all education establishments offer community availability (Enhance)	Ensure that all school/academy sports facilities offer community availability and either retain or improve their current status. Consider applying to amend the current planning conditions at Christ Church to enable sports requiring a larger sports hall to flourish e.g. netball, handball and futsal. (Please note any planning application to the council will be subject to the usual process). New facilities should have appropriate and robust community use agreements in place and accommodate sports in high demand in the District.	Long	CCC, Sport England, Education establishments	Medium
Ensure clubs with facilities have long term security of tenure. (Enhance)	Support the gymnastics clubs to obtain a long-term security of tenure to enable facility enhancements and growth to accommodate demand. (reduce/eliminate waiting lists).	Short	CCC, gymnastics clubs, BG	Medium
Increase daytime availability of facilities to meet the needs of older people (Enhance)	Identify schools which may be able to increase community use during the daytime. Approach schools to identify/overcome barriers which may be stopping the wider community from accessing facilities.	Long	CCC, Leisure operator	Medium
Should the opportunity arise, consider options to relocate Oyster Indoor Bowling Club (OIBC).	Consider the options for relocation in the future should the opportunity arise.	Long	CCC, OIBC	Low

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(Provide)				
Recognise the potential impacts of climate change	Consider options to reduce the carbon emissions from constructing and operating built indoor sports facilities. Consider how to make indoor sports facilities more resilient to the effects of climate change. Consider the ancillary facilities for indoor sports to encourage active travel.	Long	Everyone	High

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4.2 Indoor built facilities

Taking into account the needs assessments related to specific facilities and sports, the demographic make-up and potential growth in the City and adjoining local authorities, current vision of the Council and associated organisations, as well as Sport England's Planning Model which encourages Protection, Enhancement and Provision of new facilities, CCC should take account of the following strategic recommendations. The following actions relative to each of Canterbury's key facilities are identified below:

Action Plan

Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
Hérons Leisure Centre (Site ID-38)	Heron	Trust (Active Life Ltd)	This above average facility has two pools (main and a learner pool) and a 55-station health and fitness suite plus two studios. The swimming pools are currently operating at above capacity. The site has been refurbished in 2020 and includes a new INTENCITY HIIT functional zone.	The facility will require investment over the lifetime of the Local Plan including a fully costed repair and maintenance plan to ensure that it remains fit for purpose. Ensure that access is available to all Canterbury residents especially those in areas of higher deprivation.	Active Life, CCC	High	Short Medium	H	Protect Enhance & Provide	Council

⁸ (S) -Short (1-2 years), (M) - Medium (3-5 years), (L) - Long (6+ years)

⁹ (L) -Low - less than £50k, (M) -Medium - £50k-£250k, (H) -High £250k and above

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
Christ Church Sport Centre (Site ID-Ref:25)	Barton	Inhouse	The 8-court sports hall, (which is of good quality) was opened in 2009. The 35-station health and fitness suite is also good quality. It has two studios. The sports facilities are not available for community use due to planning conditions. The University is considering applying to amend the existing planning conditions as it has capacity to extend community availability at specific times.	Christ Church University to apply to amend the existing planning condition regarding community use of facilities.	Christ Church University and CCC	High	Short	L	Provide, protect and enhance	University
Junior King's School (Site ID-Ref:42)	Barton	Inhouse	It has a 4-court sports hall which is of above average quality. It is not currently available to the community and is used by the school only. It has plans to build a 4 lane 25m pool and health and fitness suite, with a view to making them available for community use.	Consider supporting the pool development (to address current undersupply of water). Ensure that should planning permission be granted: <ul style="list-style-type: none"> Community use agreements are committed to as part of the planning process. 	Junior Kings School, CCC	High	Short	L	Provide, protect and enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
				<ul style="list-style-type: none"> Complementary swimming programmes are offered. 						
Kingsmead Leisure Centre (Site ID-Ref:46)	Northgate		The 4-court sports hall is of below average quality. Its three swimming pools are all of below average quality (and are the oldest in the area). It has an 80-station health and fitness suite and two studios. Planned investment has been agreed to improve quality and enhance the facility mix. This programme is now to be revised following the COVID-19 crisis given the impact of this on Fusion Lifestyles operating model for leisure and financial pressures on the council.	<ul style="list-style-type: none"> Deliver the planned investment. Continue to drive up participation. Ensure that facilities are accessible to people living in areas of higher deprivation. 	CCC, Active Life	High	Short Medium	H	Provide, protect and enhance	Council
St Edmunds School (Site ID-Ref:69)	Blean Forest		This 4-court sports hall and single court activity hall are above average in quality. The main challenge is	Consider the options for providing access to ancillary provision and increase community use of the	St Edmunds School, CCC	High	Short	L	Provide and enhance	Education

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
			the school being unable to make access to toilets and changing rooms available to community hirers. This inhibits capacity to increase levels of community use.	facilities						
Bay Sports Arena (Site ID-Ref:6)	Greenhill	Trust (Active Life)	This has 3 sport halls (5, 4 and 2 courts) and three studios all of above average quality. The 2-court hall is predominantly used by Greenhill Gymnastics Club. Built in 2011, it is a relatively busy facility.	Continue to <ul style="list-style-type: none"> Maintain good relationships with the school Invest in facilities to improve and maintain the quality. 	Active Life, Herne Bay High School.	High	Long	L	Protect and enhance	Council
Oyster Indoor Bowling Club (Site ID-Ref:53)	Tankerton	Sports club	It has c. 500 playing and 120 social members; the majority aged 65+ although there are some adult and junior members. It has eight rinks rated above average quality. There is a requirement to invest c.50,000 into the carpet to ensure that the facility remains playable. It is keen to re-locate were the opportunity to arise.	Continue to invest in the facility to ensure that it remains fit for purpose. Should the opportunity arise, assist the Club to assess the viability of relocation.	Oyster Indoor Bowling Club, CCC	High	Short Long	L	Protect, and enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
Canterbury Gymnastics Club Site ID-Ref: G1)	Wincheap	Sports club	It has c.700 members and caters for all ages. It has a dedicated gymnastics venue and a full daytime, evening and schools and leadership programme. The main challenge is security of tenure; this is inhibiting the Club from committing to large scale investment in its facilities. It has three years remaining on its lease.	Assist it to secure a long-term lease to enable it to invest and increase capacity or; Relocate to another suitable facility where a long-term lease and larger facility can meet its needs.	Canterbury Gymnastics Club, CCC	High	Short	L	Protect and enhance	Self funded
Aire Trampoline Club Site ID-Ref: G2)	Barton	Sports club	It has c. 235 members and operates at its own dedicated facility as well as St Anselms RC School. Its offer comprises adult gymfit, trampolining, disability gymnastics, double mini trampoline. It has a short-term lease and problems with security of tenure (same landlord as Canterbury Gymnastics Club).	Secure long-term lease to enable the Club to invest and increase capacity or Relocate to a (preferably larger) facility with a long-term lease to meet the needs of the Club.	Aire Trampoline Club, CCC	High	Short	L	Protect, enhance and provide	Self funded
Canterbury Rhythmic Gymnastics Club Site ID Ref: G3	Barton	Sports Club	Based at St Anselms RC School in a dedicated hall. BG is supporting the Club to explore the possibility of a new dedicated facility on the school site. The	Continue to work with partners to explore the feasibility of a new facility at St. Anselms RC School.	Canterbury Rhythmic Gymnastics Club, St Anselms RC School, Aire Trampoline Club, BG	High	Medium	L	Protect, enhance and provide	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
			Club is currently working on a detailed feasibility study with Aire Trampoline Club. The School is supportive but unable to offer financial support.							
Herne Bay Table Tennis Club Site ID-Ref:37	West Bay	Sports club	The existing dedicated facility, for which it pays a peppercorn rent, is in poor condition and too small to accommodate Club needs. Building condition is tolerated due to the unrestricted access and minimal costs. A larger facility (4 tables) could increase capacity and significantly improve the playing environment – enabling the Club to grow. However, it wishes to retain keyholder access and does not wish to pay additional costs.	Explore options to re-locate the Club to a facility which is fit for purpose and meets its needs. or Invest and improve the quality of the existing facility to make it fit for purpose.	CCC, Herne Bay Table Tennis Club	High	Short	M	Protect, enhance and provide	Self funded, Council
Canterbury College Site ID-Ref:16	Barton	Inhouse	Built in 2015, the 4-court sports hall is good quality. The 35-station health and fitness suite and four studios are also rated above average quality. This is available for registered members only but is a key facility for a number of badminton clubs.	Continue to <ul style="list-style-type: none"> ▪ Maintain good relationships with the college ▪ Invest in the facilities to maintain quality. 	Canterbury College	High	Medium	L	Protect and enhance	Education

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
Simon Langton Grammar School (Boys) Site ID-Ref:65	Barton	Inhouse	<p>Opened in 2005, it has a 4-court sports hall (above average quality) and an activity hall housing a climbing/ bouldering wall. There is capacity to accommodate increased usage.</p> <p>The swimming pool (25 m x 4 lanes) is in a poor state of repair and requires significant investment; reportedly c.£40,000 for the plant alone. No funding is in place to pay for either pool refurbishment or replacement.</p> <p>Langton Lane Swimming Club is a regular user of this pool.</p>	<ul style="list-style-type: none"> ▪ Increase sports hall availability to the community, ensuring that costs are covered. ▪ A funding strategy is required if the School takes the decision to replace the pool. 	Simon Langton Grammar School (Boys)	<p>Medium</p> <p>High</p>	<p>Medium</p> <p>Short</p>	L	Enhance	Education
Whitstable Swimming Pool Site ID-Ref:98	Gorrell	Trust (Active Life Ltd)	<p>The main and learner pools are in above average condition and operating close to capacity. It also has a 25-station health and fitness suite which is also rated above average quality.</p> <p>There are plans to invest in a new studio and to improve the changing provision which should improve quality of the facility.</p>	<ul style="list-style-type: none"> ▪ Continue to invest to maintain and improve the quality of the facility. ▪ Deliver the planned investment into the changing provision and studios. ▪ Ensure that access is available to all Canterbury residents especially those in areas of higher deprivation. 	Active Life, CCC	<p>Medium</p> <p>High</p> <p>High</p>	<p>Short</p> <p>Medium</p> <p>Short</p>	M	Protect, enhance and provide	Council

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
University of Kent Site ID-Ref:91	Blean Forest	Inhouse	<p>This has one 8-court hall and two 4-court halls. The larger hall is good quality and the others are above average. One of the four courts hall has an issue with the flooring (a collapsed sub structure) however, plans are in place to rectify this. Its 144-station health and fitness suite and studio is for registered member use only. In addition, there are two squash courts (above average quality).</p> <p>The University is investing £4.0 million replacing three tennis courts with a new indoor arena. This includes four new acrylic tennis courts. The new centre will also be marked for netball and will be utilised for events and exams. It is anticipated to open in Spring 2020.</p>	<ul style="list-style-type: none"> Continue to invest to maintain the good quality of the existing sports facilities. Deliver the planned investment in the new Arena. Address the issue with the sub-structure of the 4-court sports hall. 	University of Kent	<p>Medium</p> <p>High</p>	<p>Medium</p> <p>Short</p>	H	Protect, enhance and provide	Self funded
Canterbury Academy Campus Site ID-Ref:15	Westgate	Commercial operator (Lifestyle Fitness)	<p>This commercially operated school site has a 6-court sports hall, 120 station health and fitness suite and 2 studios, all of above average quality. The sports hall is busy. Appeti</p>	<p>There is ongoing investment, in facilities so there is a need to continue to:</p> <ul style="list-style-type: none"> Invest in facilities to improve and maintain 	Canterbury Academy, Lifestyle Fitness	High	Medium	N/A	Protect and enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
			Tennis Centre (indoor) is also located at the site. It plans to install an inflatable arena which will impact two courts at weekends and during school holidays. It also aspires to enhance the facility mix in the future via development of a swimming pool and outdoor ancillary provision.	<p>the quality.</p> <ul style="list-style-type: none"> ▪ Maintain good relationships with the School. ▪ Drive up participation. ▪ Explore the opportunity to enhance the facility mix in the longer term. 						
Whitstable Sports Centre Site ID-Ref:97	Gorrell	Trust (Active Life)	This 4-court sports hall is below average condition. The site has a 30-station health and fitness suite which is above average quality. There is capacity to accommodate increased demand/use at this site.	<p>Continue to</p> <ul style="list-style-type: none"> ▪ Maintain good relationships with the School. ▪ Invest in the sports facilities to drive up quality. ▪ Consider altering programming to help drive increases in participation. ▪ Ensure that access is available to all Canterbury residents especially those in areas of higher deprivation. 	Active Life, The Whitstable School	<p>Medium</p> <p>High</p>	<p>Medium</p> <p>Medium</p> <p>Short</p> <p>Short</p>	M	Protect and enhance	Council
Kent College Site ID-Ref:43	Blean Forest	In house	It has a 4-court sports hall (in below average quality). It is a key (indoor/outdoor) netball venue. Facilities are only available for a limited number of	Explore the potential to increase the number of hours available to the community.	Kent College	Medium	Medium	L	Protect and enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
			hours (7.5).							
Northgate Ward Community Centre Site ID-Ref:52	Northgate	Community Organisation	This below-average quality 3-court hall is available for community use during the day. However, programming is restricted as no ball games can be played due to its alternative community programming. There is a need to increase utilisation of the sports hall.	Continue to maintain and improve quality. Consider the types of activity which can be offered at the venue.	Northgate Ward Development Group	Medium	Medium	L	Protect and enhance	Self funded
Polo Farm Sports Club Site ID-Ref:56	Barton	Sports Club	This good quality 10-court sports hall is marked for hockey and netball only. There is also a good quality studio and three good quality indoor tennis courts. Access to the facilities is available via a sports club/association.	Continue to invest in the facilities to maintain quality.	Polo Farm Sport Club	Medium	Medium	L	Protect and enhance	Self funded
Spires Academy Site ID-Ref:66	Sturry	In house	This 4-court sports hall (above average quality) has the facilities available to develop handball.	Continue to invest in facilities to maintain the good quality. Explore the opportunity to develop community availability especially with regard to handball	Spires Academy	Medium Short	Medium	L	Protect and enhance	Education
St Lawrence Ground Site ID-Ref:71	Barton	Sports Club	This is owned and managed in house. It has a 4-court sports hall which opened in 1992 and was refurbished in 2004. It is a key facility for indoor cricket as it hosts three	Requires investment to restore quality of flooring, lighting and ventilation as well as to modernise the facilities.	St Lawrence Ground	Medium	Medium	L	Protect and enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
			separate indoor leagues including the largest Indoor Cricket League (Canterbury) in Kent, including the London Boroughs.							
Canterbury Rackets Club Site ID-Ref:19	Blean Forest	Sports club	The Club owns the building and leases the land from St Edmunds School. It has 18 years remaining on its lease. It has four squash courts rated as above average quality. It is available for registered membership users only.	Continue to <ul style="list-style-type: none"> Invest in the venue to maintain its quality. Maintain good relationships with the school to ensure long term security of tenure. 	Canterbury Squash Rackets Club, St Edmunds School	Medium	Long	L	Protect and enhance	Self funded
The Malthouse Site ID-Ref:101	Blean Forest	In house	This independent school has a 4-court hall although it is not standards size. It also has eight full size fencing pistes with training pistes located in-between. Although good quality, it is not available to the community and is identified as private use only.	Continue to maintain the quality of the sports hall. Work with the School to try to identify times that could be used by the wider community.	The King School	Low	Long	L	Enhance	Self funded
Energie Fitness Site ID-Ref:28	Barton	Commercial	A 35-station health and fitness suite and studio identified as above average quality.	Continue to invest in the facilities and maintain its quality.	Energie Fitness	Low	Long	N/A	Enhance	Self funded
Flex Appeal Site ID-Ref:29	Tankerton		A 54-station health and fitness suite rated as below average. Access policy is for registered members only.	Continue to invest in the facilities and improve its quality.	Flex Appeal	Low	Long	N/A	Enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
DW Sports Fitness Site ID-Ref:27	Northgate	Commercial	This has a 20m swimming pool (above average quality) and 105 station health and fitness suite with three studios all in above average condition. A membership fee is required to access the facilities.	Continue to invest in the sports facilities to maintain the quality.	DW Sports & Fitness	Low	Long	N/A	Enhance	Self funded
Kings School Recreation Centre Site ID-Ref:45	Northgate	In house	It has a 4-court sports hall, 6-lane 25m swimming pool, 4 squash courts (two glass backed) and a 35-station health and fitness suite with studio. Facilities are generally above average quality. Access to the sports facilities is available to the community via a membership.	Continue to invest in the facilities to improve and maintain the quality.	The Kings School	Low	Low	N/A	Protect and enhance	Self funded
Ladies of Leisure Site ID-Ref:47	St Stephens	Commercial	A 51 stations fitness suite and a studio rated as below average quality. Available for registered members only.	Continue to invest in the facilities and improve its quality.	Ladies of Leisure	Low	Long	N/A	Enhance	Self funded
Pure Gym Site ID-Ref:58	Northgate	Commercial	A 220 station health and fitness suite rated as above average quality. Available for registered members only.	Continue to invest in the facilities to maintain quality.	Pure Gym	Low	Long	N/A	Enhance	Self funded
Urban Fitness Site ID-Ref:92	Heron	Commercial	A 50 stations health and fitness suite rated as below average quality. Available for registered members only.	Continue to invest in the facilities and improve its quality	Urban Fitness	Low	Long	N/A	Enhance	Self funded

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
Broome Park Golf Club Site ID-Ref:11	Nailbourne	Commercial	The 15m swimming pool and three squash courts are available for private members use only.	Continue to invest in the facilities and maintain its quality.	Broome Park Golf Club	Low	Long	N/A	Enhance	Self funded
Whitstable Waterfront Club Site ID-Ref:100	Tankerton	Commercial	The two squash courts and small (14 stations) health and fitness facility are in below average condition. Available for registered members only.	Invest in the facilities to improve its quality	Whitstable Waterfront Club	Low	Long	N/A	Enhance	Self funded
Chestfield Warriors Site ID 102	Chestfield	Sports Club/Association	Six table dedicated facility hosting c.29 table tennis teams and additional social and competitive play.	Explore options to relocate the Club to a facility which is fit for purpose and meets its needs. or Invest and improve the quality of the existing facility to make it fit for purpose.	Chestfield Warriors	Medium	Medium	L	Enhance	Self funded
Village halls	Across the district	Variety	37 village and community halls are identified in the district. They are well distributed and serve different communities.	There is a requirement to identify the need for any additional village hall/community provision in the District due to their current popularity Support village hall and parish council committees to continue to offer, coordinate and publicise community	CCC and parish councils	Medium	Medium	Low	Protect, Enhance and Provide	Various

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Site	District Council Ward	Management	Current status	Recommended actions	Lead & delivery partners	Priority	Timescale ⁸	Cost ⁹	Aim	Funding opportunity
				spaces which contribute positively to the physical activity and health and wellbeing agenda. Consider the impact of the house building programme on current facilities and whether demand will start to outstrip supply in specific areas.						

Please note, if a site has not been included within the strategy this does not mean it is surplus as it would have a role in supporting sports not covered by the strategy or more informal/ad hoc use.

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4.3 Sport by sport priorities

The table below does not take account of funding opportunities as development of coaches and volunteers, alterations to programming and officer support is generally low cost (within the context of building new or investing in facilities).

Sport	Overview	Priority actions	Lead agency	Timescale	Objective
Badminton	<ul style="list-style-type: none"> Badminton is a strong key sport in Canterbury with a strong Community Badminton Network (CBN) to support potential growth. Ensure recreational badminton is available and growing at sports halls in the City in order to support the wider club development 	<ul style="list-style-type: none"> BE to continue to work on a schools programme leading to increased participation. Consider how the increased demand can be accommodated in sports halls across the district. 	BE/CBN / schools. Active Life	Medium	Enhance
Basketball	<ul style="list-style-type: none"> Basketball is strong in Canterbury with three clubs. Four facilities have two basketball courts so are considered key sites in the area. Basketball England identifies that the area will see significant growth in the future. 	<ul style="list-style-type: none"> Ensure that basketball continues to be programmed within sports halls When time becomes available in sports halls as re-programming is implemented, consider how to develop workforce to allow basketball to develop more fully across the area. Support the development of recreational opportunities across the City. 	Clubs , schools/ CCC	Medium	Enhance
Gymnastics	<ul style="list-style-type: none"> Gymnastics is strong in Canterbury but there is a need to support volunteer and coach development There is also a need for additional recreation gymnastics to cope with current demand. (All clubs except one have waiting lists). There are issues with leases with other gymnastics clubs which need addressing to ensure long term sustainability. 	<ul style="list-style-type: none"> Support Canterbury Rhythmic Gymnastics Club to move to a new dedicated facility or provide additional facilities as a gymnastics hub in order to meet current demand for the sport in Canterbury. Increase the available qualified coach workforce to underpin existing provision and enable future expansion. CCC should consider whether and how to encourage development of additional recreational gymnastics provision in the area 	CCC, BG , gymnastics clubs	Medium	Enhance

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Sport	Overview	Priority actions	Lead agency	Timescale	Objective
		<p>given the already high demand for the sport.</p> <ul style="list-style-type: none"> Support the two gymnastics clubs in dedicated venues to obtain a longer lease to enable them to invest in the facilities and grow the clubs. 			
Indoor bowls	<ul style="list-style-type: none"> Indoor bowls is relatively strong with membership numbers remaining steady. There is a need to continue to invest and maintain the quality of the facility (see above) 	<ul style="list-style-type: none"> The Club needs support to enable it to continue to attract new membership. It is highly likely that any development should be geared to an ageing population and co-location of facilities should be a priority which would support its long-term viability. 	Oyster Indoor Bowls Club, EIBA, CCC	Long	Protect
Indoor cricket	<ul style="list-style-type: none"> Consultation with Kent Cricket / ECB confirmed that the facility hosts three separate leagues (Canterbury Adult, Canterbury Junior, Dover Adult) of which the Canterbury Adult League is the largest in Kent, including the London Boroughs. There is no further capacity to grow, despite demand in each league, including for additional age groups to be catered for as well as women's indoor cricket. 	<ul style="list-style-type: none"> Undertake regular consultation with cricket clubs; work with respective sites to ensure cricket can continue to access facilities. Set up a cricket group to consider the longer-term needs for indoor cricket, given the increasing demand for indoor space in general. Explore opportunities to host junior cricket at an alternative venue, which may require investment to bring up to standard e.g. matting, scoreboards. 	Kent Cricket, ECB, CCC, schools	Long	Enhance
Netball	<ul style="list-style-type: none"> Most netball is played outside currently. To support training and recreational delivery within sports halls. 	<ul style="list-style-type: none"> Undertake regular consultation with netball clubs; work with respective sites to ensure courts are accessible to accommodate training needs Maintain/increase number of Back to Netball sessions, whilst ensuring that pathways exist between these sessions and local clubs. 	CCC, England Netball	Medium to long	Enhance
Roller hockey	<ul style="list-style-type: none"> Strong sport in the area with two clubs, one of which (Herne Bay) is keen to develop its own facility. 	<ul style="list-style-type: none"> Consider how demand can be accommodated across the district.' 	CCC, roller hockey clubs		Protect

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Sport	Overview	Priority actions	Lead agency	Timescale	Objective
Squash	<ul style="list-style-type: none"> ◀ Squash is well catered for in the Canterbury area. ◀ CSRC is actively trying to recruit new members and develop the number of juniors through links with schools and initiatives to drive up participation. ◀ There is a need to continue to invest and maintain court quality. 	<ul style="list-style-type: none"> ◀ Support CSRC to attract new members. ◀ Undertake regular consultation with the squash club to ensure that its needs are met and that the wider infrastructure of coaches and volunteers are supported. 	Club, Squash England, CCC		Protect
Swimming/ aquatic sports	<ul style="list-style-type: none"> ◀ There are several strong aquatic clubs in the area which produce very strong regional standard swimmers ◀ Certain facilities have limitations due to either being located on a school site or being commercially operated and thus requiring membership fees 	<ul style="list-style-type: none"> ◀ The mixed economy of available pools means that there is a need to continue to work with the private sector to ensure that it continues to contribute to the swim supply. ◀ Continue to review pool programmes at local authority sites in the context of increasing swimming participation and improved financial capability in the short term. 	Swim clubs, CCC, Swim England	Medium	Enhance
Watersport clubs	<ul style="list-style-type: none"> ◀ Various water sports activity is available in Canterbury. In general, the quality of the offer is good with a range of boats, clubhouses and ancillary facilities. ◀ There is opportunity across a range of water-based activities, which allows families and young people the opportunity to experience them, without having to go to the expense of buying necessary equipment. 	<ul style="list-style-type: none"> ◀ Provide general support for clubs looking to maintain and renew facilities. ◀ Support clubs to drive up participation and to continue to offer a range of water sport activities. ◀ Maintain the current facilities and ensure they are viable in the longer term. 	Watersports clubs, relevant NGBs.		Protect

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PART 5: 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 Canterbury District for the period up until 2040.

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 the use of developer contributions and ensure that built sports facilities are a vital component contributing to the quality of life of the district's 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 in order to ensure that a considered perspective and approach is maintained throughout the life of the strategy.

It will be important for to develop a 3-5 year action plan based around the Strategy and for this to be monitored and reviewed on an annual basis. The annual review should not only assess progress against the action plan, but it should identify actual/ potential changes in supply and demand in the district. 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.

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 coming on stream which 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 action plan and if necessary a new or updated medium-term action plan for indoor and built sports facilities across the District.

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APPENDIX 1: DEVELOPER CONTRIBUTION TOOLKIT

Introduction

This toolkit is one potential way to calculate developer contributions. The Council will need to consider its approach to developer contributions more generally through the development of the new Local Plan and other supporting strategies. The purpose of this toolkit is to ensure that any developer contribution sought from an individual development is based on a tailored approach, using the robust evidence base provided as part of the Canterbury Indoor 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 could be used by those stakeholders which are directly involved in developer contributions; either local authority case officers or housing developers/planning consultants acting on their behalf.

The following processes could 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 (for appropriate applications) of working through each step. In terms of social sustainability, a series of questions to explore are provided with possible options to consider.

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

- Canterbury City Council Indoor Sports Facilities Needs Assessment Report: November 2019
- Canterbury City Council Indoor Sports Facilities Strategy: November 2019

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. 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>

The Indoor Sports Facilities 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.

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

$$\text{Number of dwellings} \times \text{household occupancy rate}^{10} = \text{associated population}$$

This is the population that is applied within the Sports Facilities Calculator (SFC) to determine the additional provision that is required to meet the additional demand.

The SFC is a modelling tool designed to assist local planning authorities to quantify how much additional demand is generated by increasing populations and new housing areas. The model has no spatial qualities or dimension and can only be used to estimate the facility needs for whole area populations. The model makes no reference to:

- Location of existing facilities compared to demand.
- Capacity and availability of facilities (i.e. opening hours, how well they are used).
- Cross boundary movements of demand.
- Travel networks and topography.
- The attractiveness of the existing facility network.

The SFC uses information that Sport England has gathered on who uses facilities and applies this to the population profile of the local area. This ensures that the calculations take on board the population profile (e.g. age, gender, etc) of the local area.

The SFC then turns this estimation of demand (visits per week) into the equivalent amount of facility which is needed to meet these visits. For swimming pools, it uses 25m lane equivalents and for sports halls it uses the number of badminton courts.

Registration is required to access Active Places Power (APP) and therefore the SFC. If you are not already registered, you can register for free via the link under the login button on the APP homepage.

Please note the SFC is one tool and should not be used on its own to determine the need for sports facilities from a single development.

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 levels 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.	Canterbury City Council: Indoor Sports Facilities Strategy

There is no clear calculation of the requirements for other indoor sports provision and community centre facilities (not covered by SFC) as a result of a new housing development. In this instance, the Leisure Sports Facilities Strategy should be used to determine the need for additional facilities within any specific area within the district. This should take into account the requirement for other dedicated sports facilities if the Strategy identifies this.

¹⁰ National occupancy rate of 2.3 persons per household is used

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

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

Step 3	Demonstrate an understanding of what else the development generates demand for	Navigation
	<p>Consideration also needs to be given to the other infrastructure that will be generated as a result of the development. As an example, this could include primary and secondary schools, health centres, library, etc.</p> <p>The key focus here is to determine where there may be duplication of facilities and where there may be opportunities for shared provision.</p>	<p>Consultation with other council services, partners and developers</p>

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 including to ancillary facilities like changing rooms, etc.).

In relation to other services (e.g. library, health centre, etc) there is a need to consider how these could be co-located 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/how-we-can-help/facilities-and-planning/design-and-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 Canterbury City Council Indoor Sports Facilities Needs Assessment Repor

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/ local clubs themselves.	https://www.sportengland.org/facilities-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.

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Where an extension or refurbishment of an existing facility takes place, it will be important to ensure that the local community is involved in that design. It will also be important to ensure that continuity of provision is also considered as clubs and organisations will need alternative accommodation during the construction period associated with a refurbishment or extension. This is important in ensuring these organisations continue to exist in the longer term.

The development of community hubs is a key focus for many organisations as the benefits derived from the co-location of facilities is often greater than from stand-alone facilities. Therefore, there is a need for developers and stakeholders to consider how different facilities may ‘fit’ together. As an example, this could include the following facilities which may be required as part of a development:

- Indoor and outdoor sports facilities.
- Primary and Secondary schools.
- Health centres and GP surgeries.
- Library.
- Early years provision.
- Community centre.
- Children’s play areas.
- Allotments and community growing areas.
- Local retail centres.

The master plan for new developments need to consider the strategic location of facilities and the clustering and co-location of facilities in order to maximise the benefit for the local community.

There is also a need to ensure that the location of outdoor sports pitches and ancillary facilities are appropriately located in the context of indoor sports provision (if also being provided onsite) to ensure a cohesive approach to the whole sporting offer.

Step 6	Strategic pooling of financial contributions to deliver new provision	Navigation
	Consideration needs to be given to the multiple developments across the local authority or a combination of local authorities in order to determine if the combined increased demand is sufficient to warrant a contribution to a strategic leisure development.	Wider housing growth strategies.

If 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.

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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 population growth and process identified from stage 1 this will provide a basis for negotiation with developers on the contribution from each development.

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

Checklist summary

Prompt	Evidence	Navigation
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		Canterbury City Council Indoor Sports Facilities Strategy
Step 3: Demonstrate an understanding of what else the development generates demand for		Consultation with other council services, partners and developers)
Step 4: Consider if there are existing facilities within close proximity that could be enhanced or extended to accommodate increased demand.		Facility mapping within the Canterbury City Council Indoor Sports Facilities Needs Assessment Report
Step 5: Consider the design principles for new provision		Consultation https://www.sportengland.org/facilities-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-planning/design-and-cost-guidance/cost-guidance/

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APPENDIX 2: 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-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	2,879	7,565,000

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studio		
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 2Q19 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 project management, site investigation, 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.

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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.

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). PPM 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

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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.

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 gears, fuse boxes, busbars, casings, wiring and conduit to lighting and power supply.

Other Mechanical and electrical (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.