



DERBYSHIRE DALES DISTRICT COUNCIL INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN 2016- 2037

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Integrity, Innovation, Inspiration

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

MANAGEMENT CONSULTANTS

Registered Office: 1 -2 Frecheville Court, off Knowsley Street, Bury BL9 0UF

T: 0161 764 7040 E: mail@kcp.co.uk www.kcp.co.uk



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DERBYSHIRE DALES DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

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Glossary of abbreviations

APS	(Sport England) Active People Survey
CIL	Community Infrastructure Levy
FPM	(Sport England) Facilities Planning Model
DCC	Derbyshire County Council
DDDC	Derbyshire Dales District Council
KKP	Knight, Kavanagh & Page
LDP	Local Development Plan
NGB	National governing body (of sport)
NPPF	National Planning Policy Framework
ONS	Office of National Statistics
SE	Sport England

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INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for Derbyshire Dales District Council (DDDC) for the period 2017–2033. Recommendations made are drawn from the Assessment Report, researched and prepared between June–November 2016 by Knight Kavanagh and Page (KKP). It forms part of a wider Built Sports Facilities, Playing Pitch and Open Spaces Strategy.

The Assessment Report and Strategy were prepared in accordance with the ‘Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG, Sport England, December 2014).

As the commissioning body for the Strategy, DDDC’s key priorities are set out in its corporate plan 2015-2019. The vision for DDDC is for it to be a distinctive, high quality rural environment with:

- ◀ People of all ages who are healthy and safe.
- ◀ High-wage, high-skill jobs.
- ◀ Affordable, decent homes for local people.
- ◀ Towns and villages that offer a high quality of life

Its stated values include:

- ◀ The distinctiveness of communities, businesses and residents.
- ◀ Working in partnership to provide affordable, quality services.
- ◀ Its employees.
- ◀ Teamwork, working together and across the organisation.
- ◀ Creative thinking and ambition.

In supporting its values DDDC confirms that it will::

- ◀ Be open and transparent when making decisions and will use public resources ethically and responsibly.
- ◀ Behave with integrity, courtesy and respect, listening and responding to the very best of its abilities and treating everybody fairly, and by encouraging Members and staff to deliver improvements through their own personal development

Maintaining and increasing levels of participation in sport and physical activity (and, thereby, making a positive contribution to the local health and wellbeing agenda) will need to be achieved via the effective targeting of increasingly scarce resources. It is essential that DDDC itself and its partners appreciate the importance of sports provision, the extent to which it is accessible and available to the community and the need for ‘the offer’ to be developed based on local community needs.

Partners

This is a strategy for the District. Whilst DDDC is the key driver, it is expected that plans and actions emanating from it will be delivered in collaboration and cooperation with other key stakeholders and be predicated upon them accepting and taking responsibility for aspects of its implementation. A partnership-based approach is necessary to make best use of the assets and resources available to drive the development of sport and physical activity in Derbyshire Dales.

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This Strategy has involved, and taken account of the views of, a range of agencies. Implementation will require input from, for example, DDDC management, specific national governing bodies of sport (NGBs), local clubs, Derbyshire Sport, Derbyshire County Council (DCC), Sport England, businesses, sport/leisure facility operators and schools.

Key strategic outcomes

The core message running through local strategic documentation is the importance of sport and physical activity in enabling and supporting people to be healthier in order to improve standards of living and achieve related general cross cutting benefits. Key strategic outcomes are considered to be:

- ◀ That the health and wellbeing of District residents is improved and maintained via participation in physical activity.
- ◀ That a lifelong interest in sport and physical activity is created among young people while older people are encouraged and assisted to remain active for longer.
- ◀ That all Derbyshire Dales residents have the opportunity to take part in physical activity to contribute positively to their health and wellbeing.
- ◀ That, in the context of the increasing financial pressure faced by DDDC and DCC, they are able to formulate a positive and reasonable response.
- ◀ That DDDC works effectively with partners to ensure that facilities and infrastructure are provided to support and enhance sustainable communities in the District.
- ◀ That facilities and the programmes of activity they accommodate and enable will continue to contribute to reducing health inequalities across the District for people across all age groups.
- ◀ That informed planning will ensure that increases in population are supported by appropriate indoor sport and leisure infrastructure that takes account of the needs of a growing and ageing population.

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LOCAL CONTEXT

Derbyshire Dales has a resident population of 71,145. It is a 'Mainly Rural' District as defined in the 2011 Rural - Urban Classification for Local Authorities. The surrounding local authority areas of High Peak, Sheffield, North East Derbyshire, Amber Valley, South Derbyshire and Staffordshire Moorlands also contain significant rural areas (with sparse or no population) which adjoin the District. Its three main settlements of Ashbourne, Matlock and Wirksworth function as service centres to their wide rural hinterlands and are home to 47% of the total population. A further 29% live within large villages and the remaining 24% are scattered across the District's rural parishes in small villages and hamlets.

The age structure and profile varies slightly from that of the region with a slightly higher proportion of people aged 60-74 and a slightly lower proportion of those aged 20-39. Relative to the national population Derbyshire Dales experiences low levels of deprivation (1.3%) compared to a national average of 30%, nationally. Conversely, however, 51.5% are within the three least deprived groups (nationally: 30%).

Adult obesity (20.5%) is lower than the national (24.0%) and regional (25.5%) averages. Avoidable ill health cost to the NHS in Derbyshire Dales (due to physical inactivity) is estimated to be in total £1.0m.

The projected increase in the general age of the population of Derbyshire Dales will place increasing pressure on a range of services. The importance of ensuring that this cohort stays, or gets more, active (with a view to sustaining and improving the general health of the local population) will become increasingly relevant. It will, therefore, be important to ensure that facility programming and access, at the right times, is considered as part of the District's sport and physical activity offer.

According to the 2011 Census, 98.6% of the local population classifies its ethnicity as White; much higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Mixed, at 0.7%; markedly lower than the national equivalent (2.3%).

Over the decade to 2025, ONS projects that the number of people living in Derbyshire Dales District will rise by 1,550 (2.2%). There will be continuous change in the age structure of the resident population over this period with increases in a number of age groups expected. ONS indicates an up to 21.3% increase in the 65+ age group and up to 15.1% for the 55-64 year olds. There is predicted to be a reduction in the number of 35-44 year olds (3.3%) and 45-54 year olds (24.8%).

This will affect demand for indoor sports facilities (or at least the traditional uses thereof) at peak times but may also lead to an increase in demand during the day time; as experience shows that older people tend, comparatively, to make more use of facilities during the day than in evening periods.

Sport England segmentation indicates that participation and sport club membership are below national/regional averages although sports tuition was significantly above. The volume of competitive sport played is comparable. In common with many other areas, swimming, cycling and gym sessions are among the most popular activities and are known to cut across age groups and gender. In Derbyshire Dales, approximately one in nine adults goes swimming at least once a month, with slightly fewer cycling with the same degree of frequency.

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This Strategy also addresses how developing partnerships may improve the opportunity to participate in sport and physical activity in the District. As noted above, a partnership approach is needed to provide the best facilities, ensure efficient management and to ensure that key venues are protected and/or enhanced in tandem with new housing development and potential developer contributions (in line with national planning policy). It thus looks to address a range of fundamental challenges; and assesses how sports facilities should adapt to meet the needs of, or associated with:

- ◀ A changing population which is economically stable but with an age profile increasingly dominated by older age groups.
- ◀ The limited accessibility of sports hall facilities during day times, in particular, when access is restricted.
- ◀ Health partners' ambitions to address physical inactivity and obesity levels.
- ◀ Limited NGB capacity to commit to directly invest time and effort in developing local clubs and programmes of activity.
- ◀ A growing and active 'grey market' which is time rich, especially during the day.

Planning

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

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

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

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ASSESSMENT REPORT RESEARCH FINDINGS

There are relatively few facilities in a District with a small, dispersed population. The key service provider is DDDC which provides all three public swimming pools and two out of six sports halls. This enables it to manage its facilities in line with nationally driven strategies and Council corporate objectives. These are predicated upon getting the inactive active, retaining and effectively servicing those who are already active and ensuring that venue programming matches and meets the needs of an increasingly ageing population. It must do this whilst ensuring efficient management of facilities, continuing to drive up income and reducing subsidy. With regard to specific facilities the Assessment Report confirms the following:

- ◀ The quality of sports halls in Derbyshire Dales is good or above average, as are related changing rooms. There is scope to extend community use in nearly all of the facilities given that they identify spare capacity.
- ◀ All community accessible pools and changing facilities were rated as good or above average, with the exception of Bakewell Swimming Pool where the quality of changing provision is considered to be below average.
- ◀ The choice of health and fitness facilities is good ranging from commercial operators covering the full range of spa, health and beauty to local authority provision. DDDC owns and manages three good quality facilities.
- ◀ There is scope to increase gymnastics provision at Wirksworth Leisure Centre in order to satisfy current waiting lists.
- ◀ Increases in the proportion of the population which is older may lead to greater demand for facilities during the day. Consideration needs to be given to supporting the network of village halls and community centres to improve usage and help drive increases in physical activity and sport.
- ◀ There is a wider need to support other developments (via planning and developer contributions and officer expertise) which may assist in increasing participation in sport and physical activity in the wider district community.

Strengths

The key strengths of Derbyshire Dales are as follows:

- ◀ The Council recognises the importance of its leisure facility stock to health and well-being and future planning needs.
- ◀ The Authority owns and manages its own stock so is able to influence programming and pricing which can and should be commensurate with Council aims and objectives.
- ◀ It has six (3+) sports halls and three swimming pools which offer community access. This is supplemented by opportunities in gymnastics and indoor climbing.
- ◀ The quality of swimming pools and sports halls supply is generally good; the majority of facilities are currently in good condition.
- ◀ A wide network of village halls and community centres support local delivery of activities such as exercises classes, badminton and table tennis.
- ◀ All residents live within a 20 minute drive time of a community accessible swimming pool and/or sports hall.
- ◀ All but one of the 3+ court sports halls is available for community use.
- ◀ There is, at present, no audited, current, unmet demand for sports hall space.
- ◀ All the people who live in the District's most deprived communities reside within one mile of a sports hall or pool, suggesting that facilities are accessible to this market segment.
- ◀ A good range of health and fitness facilities is available in the District (from 20 to 50 stations). These offer opportunity across a range of price levels.
- ◀ The programming of sports halls appears to deliver a good breadth of sports/activities.

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Weaknesses

Weaknesses identified with regard to sport/leisure facility provision in the District include:

- ◀ There are no 6+ court sports halls; this can limit the extent of sports that can be played and restrict capacity to accommodate events.
- ◀ At 70%, the utilised capacity of pools is close to the Sport England defined 'full' level.
- ◀ Only 19.1% of the population resides within one mile of an accessible swimming pool; four fifths of the population, thus, lives beyond walking distance of a swimming pool.
- ◀ The rising age profile of the population could lead to increased demand for facilities during the daytime (when much of the education site based stock is unavailable to the community).
- ◀ Council provided health and fitness suites are not, in their present guide, set up to cater effectively for the needs of the ageing population of the District.
- ◀ The swimming pool at Ashbourne Leisure Centre is already more than 40 years old. By 2028 it will have been in place for 54 years and is likely to be well beyond its economic life - and will probably need to be replaced.
- ◀ The changing facilities at Bakewell Swimming Pool are in below average condition; if unaddressed this has the potential to adversely affect participation at this venue.

Opportunities

The opportunities available in Derbyshire Dales include:

- ◀ The fact that this is an opportune time for DDDC to, given the financial pressures faced, fundamentally review how it intends to offer facilities in the future, the communities it wishes to serve and its links with the wider health and wellbeing, obesity and social care agendas.
- ◀ The opportunity to deliver such a review fully cognisant of the current and upcoming health challenges faced by its ageing population.
- ◀ Given the highlighted spare capacity in sports halls there is an opportunity to increase levels of use – with a particular focus on provision of activities and options for older people.
- ◀ Cost effectively support club partners to create dedicated space to cater for existing demand for activities such as gymnastics.
- ◀ The potential to, in a structured proactive form, further support activities that take place in village halls and better link them to mainstream opportunity. Well planned and structured investment and animation could lead to increased participation and enable DDDC to set and achieve targets related to getting more people who are presently inactive active.
- ◀ DDDC needs to continue working with NGBs and voluntary clubs to help drive increases in participation with a view to helping to draw in external funding.
- ◀ To, as part of a scheduled process of refurbishment and renewal progressively re-focus its health and fitness offer to reflect the needs and demands of the larger older population of the District.
- ◀ To introduce new ideas in respect of pricing programming and facility management in general. It is in the interests of any new management company to ensure efficiencies and effectiveness lead to increases in participation.

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Threats

Key threats include:

- ◀ The risk of 'resting on its laurels and not maintaining what is a presently good facility stock could lead to a decline in quality and reduced use.
- ◀ Not planning to cater for the projected increase in the number and proportion of older people could place an increasing strain on the current stock of facilities at specific times - at a time when there is a need for increasing Council efficiencies and cuts.
- ◀ The potential fragmentation (in a programming, pricing and coordination context) of the community health and fitness activity offer across the District.
- ◀ Increasing hire charges without installing counterbalancing pricing mechanisms may lead to fewer 'hard to reach groups' participating in activity within local facilities, especially in health and fitness related activity.
- ◀ The decision by DDDC to outsource management of its leisure facilities could, if not managed effectively, limit the coherence of programming and pricing and lead to the Council having insufficient influence over how sport/leisure facilities contribute to delivery of its corporate objectives.

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STRATEGIC PRIORITIES

The following are the key strategic drivers in relation to sports facility stock in Derbyshire Dales; they include the need to:

- ◀ Maintain current facility supply to ensure that the good quality of stock is sustained.
- ◀ Refurbish/renew changing facilities where there is a need to do so, particularly at Bakewell Swimming Pool.
- ◀ Facilitate use of facilities in order to meet existing demand; this is especially relevant for gymnastics.
- ◀ Ensure that the format, scale, specification and operation of DDDC's health and fitness facilities better reflects the changing profile of the local population.
- ◀ Support other developments (via planning, developer contributions and officer expertise) which will assist in increasing levels of participation in sport and physical activity within the wider district community.
- ◀ Invest in the network of village halls to enhance the breadth of activity they can, at a good level of quality, accommodate.

Planning

Strategy recommendations should be considered in future Local Plan policy making review and infrastructure delivery plans. DDDC should use the findings of the needs assessment and strategy recommendations to inform the creation of new planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate indoor facilities.

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STRATEGY VISION AND OBJECTIVES

To work with partners to maintain the District's good quality, sustainable leisure and sports facilities enabling them to meet community need, increase levels of active participation, tackle health issues and provide accessible, inclusive activity for Derbyshire Dales residents as part of an active lifestyle.

This vision reflects Sport England's recently released five year strategy 'Towards an Active Nation', which targets people who do less than 30 minutes of exercise each week and has a focus on less active groups; typically women and girls, the disabled and people from lower socio-economic backgrounds.

DDDC's strategy offers a clear, coherent way forward for the management and delivery of leisure and sports facilities in Derbyshire Dales predicated upon the need to ensure that they accommodate and support sport and physical activity programmes that lead to increases in regular participation, taking account of projected population changes through to 2033.

Strategic objectives

The vision is underpinned by three specific strategic objectives which reflect Derbyshire Dales stated priorities and Sport England's objectives. These are to:

Objective 1: Protect

***Protect** the current stock of facilities to meet the sport and physical activity needs of local residents and to reinforce their value via by more clearly defining the roles and function of different facility elements supporting this via appropriate commercial and social target driven investment.*

Objective 2: Enhance

***Enhance** taking the opportunity presented by the proposed outsourcing of management, build district-wide coordination of programming and management across all sites with a view to improving sports development and physical activity outcomes, based on identified strategic need.*

Objective 3: Provide

*Continue to **provide** a coherent range of good quality, accessible facilities serving the current population and the communities of the District as they change and mature going forward.*

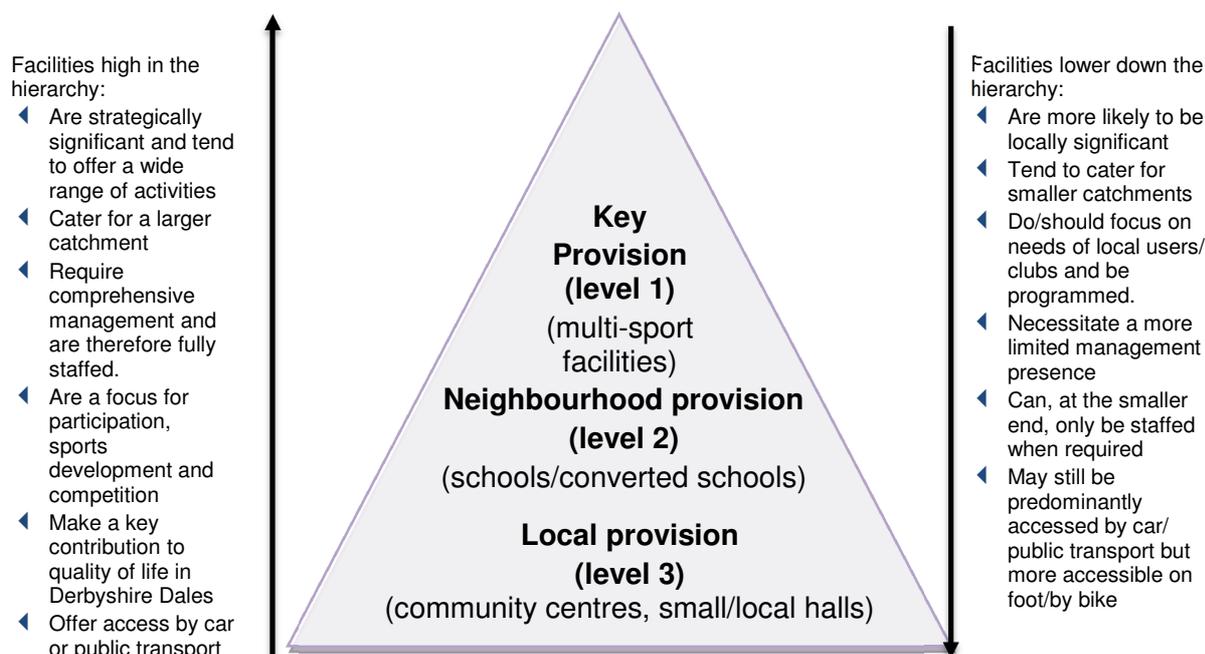
DDDC and partners will consider how the network of leisure and sports facilities across the District can work to maximum benefit. Where possible the role of each facility in the context of its specific community will be more clearly defined, particularly in relation to how programmes, services and the facilities themselves are to adapt in lieu of the substantively changing demographics of the Authority.

There is an accompanying need to ensure that the relationship with and between facility operators is geared to underpinning the drive to increase participation in sport and physical activity and contribute to wider community health and well-being. Programming, pricing and activity provision needs to reflect this. While specific venues do have distinct roles and functions and carry varying levels of community importance, operational weight and related staffing; the central premise and implementation of performance management linked to this is essential.

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In parallel, it is important that facilities have a defined function from a user perspective. Hence facilities sufficiently large and multi-functional to have district wide significance will, in addition to serving their local catchment, cater for, for example, district events. Key community facilities deliver orchestrated club options and physical activity geared to extending participation and improving health whilst community centres and smaller venues cater for the more localised District's large villages and smaller settlements. Broad principles are illustrated in the hierarchy diagram shown below, whilst key principles are as shown in Table 1.

Figure 2 Facility hierarchy – core principles



It is worth noting that facilities identified in local provision are generally smaller than those identified within the scope of this commission. They are, however, often valuable assets for a specific local area or community offering either a range of recreation/participation opportunities or, in some instances, offering beginner to performance opportunities.

Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Key provision: of district significance	<ul style="list-style-type: none"> The primary performance venue for a single or select number of priority sports (e.g. swimming). Can host district events and draw in people from surrounding rural areas. Provides a relatively wide a range of opportunities for residents (and visitors) to participate in sport and physical activity, contributing significantly to the quality of life of residents. Provides and programmes opportunities for local people to try a range of activities, develop skills and progress to greater frequency and/or locally significant higher performance levels. A core venue for training and development of teachers, coaches, volunteers, officials and others in key local sports organisations.

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Designation	Role and function
Neighbourhood provision: education or multi sports hubs	<ul style="list-style-type: none"> • Contributes to quality of life of residents within the local town community, and provides a range of opportunities to participate. • In Derbyshire Dales normally dual use sports facilities on school sites. • Can accommodate locality/town-based events. • A base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and take part in a reasonable selection of sports and activities. • Core venue for health and fitness activity in the local area. • Core venue for Derbyshire Dale's Learn to Swim (where pool is available). • Options for sports organisations to train, play and compete. • Use reflects demographic profile of the local community and draws in people from immediately adjacent rural areas. • Improves quality of PE and school sport opportunity for young people attending the school at which it is located.
Local provision Community centres and village halls	<ul style="list-style-type: none"> • Tend to be stand-alone small informal/sports facilities which operate independently and are found in the District's villages. • Where in the vicinity of neighbourhood provision they should seek to complement programming and the range of opportunities offered to the locality. • Contribute to quality of life of the village/locality, accommodating a small range of opportunities to participate in certain types of sport and physical activity. • Provide opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. aerobics. martial arts). • Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.

Facility development

The following section identifies the major investment requirements over the life of this Strategy. It describes what is needed to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Derbyshire Dales and enable the Council to meet its wider objectives. As the stock is generally in good or above average condition, it is essential that maintenance and ongoing investment is maintained to a high standard, ensuring that they remain fit for purpose, modern and accessible. Specific recommendations are made in the action plan.

Enhancing facility management and operation

In delivering the above DDDC needs to consider how it will continue to work with partners to:

- ◀ Ensure that the current stock of facilities (for which there is proven need), remains open and accessible to the general public.
- ◀ Work with/through all the leisure operators in the District and other partners, to create a forum and process that brings together as many facility operators as possible.
- ◀ Develop an agreed approach and a Derbyshire Dales definition of community use to which school partners sign up and agree to implement. This to be done with a view to recognising the importance of making well organised collectively programmed community use the norm in sports halls across the Authority and, for example, attracting people from older age groups into facilities.

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In delivering this DDDC and partners will need to consider:

- ◀ How partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) relationships are to be further developed and maintained with schools across the District, seeking to 'even out' the range of presently disparate management arrangements currently in place.
- ◀ How to ensure that price is considered and addressed as an actual and perceptual barrier to participation. To do this more thought and innovation is needed (not necessarily only concessionary pricing options), in particular in relation to attracting and retaining young people, older people and economically challenged residents.
- ◀ How developer contributions from housing developments can be used to offset the cost of developing and maintaining facilities to meet current and projected future demand.

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ACTION PLAN

The following actions relate to the overall management and programming of key facilities in Derbyshire Dales. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access and, for example, take the opportunity to learn from some of the current good practice being developed in relation to catering for people at various stages of dementia). It is noted that the management of DDDC owned facilities may be outsourced within the next year. It is expected that the chosen operator will, via the management specification developed, take responsibility for actions set out below which are identified as the responsibility of DDDC.

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Management Enhance	To appoint a leisure operator which embodies the vision and values of DDDC, to operate DDDC's leisure facilities by June 2018.	Recruit a consultant to support DDDC through the process of engaging an appropriate leisure operator and to ensure that the process encompasses the appropriate fiscal, social and sports development elements Consider the tender returns against current performance (socially, financially and by participation) Appoint best fit operator to begin contract in May/June 2018	Arc, Ashbourne Wirksworth leisure centres and Bakewell Pool	Short		High
District wide programming Provide	Implement holistic approach to programming across all facilities leading to improved access for all sections of the community.	Analyse current facility programming at all District venues. Define the role of each facility in the context of local catchments and relative to the wider community use offer across the District Develop a site by site action plan to improve programming across the District	All	Short	Schools & community centres	High
Community use agreements Provide	Increasing the amount of time available at the current stock of sports halls, on education sites in particular, to the community.	Check and challenge the volume of community time available to local sports clubs at school sites, to ensure that the access reality in relation to use matches the theoretical amount of use available (as stated by different schools). Working with partners, identify available time (daytime and evening) during which it may be feasible to allow/extend community use. Consider this on a site by site basis with a view to planning to provide capacity to accommodate an increased volume of opportunity for older people.	All sites	Short	Schools	High

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Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Community involvement Protect	Given the increasing financial pressures faced by DDDC, to consider whether/how community involvement in managing facilities is a viable option.	DDDC to continue to work towards adopting a policy which supports community involvement in management and ownership of assets, if this is the right option for both the facility and the local group; it may also provide non-asset owning sports clubs with their first chance to take on a building.	Policy	Short	Local community groups (as appropriate)	High
Sports halls Provide	To improve/secure access to school based sports facilities per se with added emphasis to gaining some level of access during the day (given the extent of current reliance on educational facilities to accommodate indoor activity)	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: <ul style="list-style-type: none"> ◀ Key holder access to/for specific sports groups ◀ Designing in good access to new facilities ◀ Working with schools to accommodate community based organisations Use CIL receipts (if available) to enable schools facility quality in tandem with improved and guaranteed community access	Level 2 facilities	Short	Schools	Medium
Swimming pools Provide	Given that pools are close to being full (against the Sport England definition: ensuring that supply of water and facility quality remains high in the District. Ensure harder to reach communities have access to swimming lessons	Analyse and assess programming at all the swimming pools to ensure that swimming participation is increased year on year and that the relatively disadvantaged have access to such opportunities and wider aquatic activities. .	All pools	Short	DDDC (new management) and ASA	Medium
Incorporating Level 3 facilities into the broader activity portfolio Provide	Improve understanding of the potential and capacity of community halls and similar 'Level 3' facilities to add to the physical activity offer	DDDC to: <ul style="list-style-type: none"> ◀ Appoint/identify a project coordinator to lead on this work ◀ Audit and review Level 3 facilities to see which are in the best position to contribute to generating increases in physical activity. ◀ Consider how they fit into the wider programming offer. ◀ Schedule and fund improvements to identified Level 3 facilities to ensure that they are fit for existing/new purpose. 	Level 3 facilities	Medium	Parish councils Community groups Private facilities	Medium

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Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Planning Protect, Enhance, Provide	To recognise the importance of this study and ensure recommendations are acted upon.	DDDC to: <ul style="list-style-type: none"> ◀ Adopt the recommendations in this Study ensuring that they are encapsulated in its planning policy documents (Local Plans) and other relevant strategies as appropriate. ◀ Set out priority developments for which funding should be allocated through CIL/Section 106 and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan. 		Medium	Planning & Leisure Team	High
Monitor and review	Keeping the Facilities Strategy relevant and up to date	DDDC to: <ul style="list-style-type: none"> ◀ Complete a light touch annual review of the study; ◀ Undertake a complete review within 5 years of its implementation. 		Medium	DDDC	High

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The following actions relate to each of the District's key facilities:

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Arc Leisure Centre (Key provision)	Local Authority	<p>Opened in 2011.</p> <p>This has a four court hall, a 50 station health and fitness suite plus a 6-lane swimming pool and smaller learner pools. It is a very popular facility and has reportedly attracted custom away from other district facilities.</p> <p>As the primary sport and leisure facility in the District, the key challenge is to ensure that the timetable for both wet and dry facilities continues to drive increases in participation whilst balancing potentially increasing financial pressures; e.g. increasing swimming lessons versus increased adult participation</p> <p>Ensure that residents living outside the immediate catchment, especially young people, have access to water space</p>	<p>Continued investment in the maintenance and renewal of this facility to maintain it to the best standard possible for as long as possible.</p> <p>Effectively balance its strategic district role against the needs of local/projected new residents via coherent, pragmatic pricing and programming.</p> <p>Ensure that a clear pathway through to higher standard of play is available to residents by maintaining and/or developing links with talent programmes delivered in Derby and other specific County facilities.</p>	DDDC Relevant NGBs	Short	High	Provide and Protect
		<p>Ensure that the needs of different market segments (especially the hard to reach) are met given, what is likely to be, high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming).</p>	<p>DDDC to analyse membership data on a regular basis with a view to identifying who is gaining access to which facilities. Consideration to be given to introducing incentives to get the inactive more active.</p> <p>Ensure all sports are considered as part of the programming mix.</p>	DDDC	Short	High	Provide and Protect

DERBYSHIRE DALES DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Ashbourne Leisure Centre (Key provision)	Local Authority	Built in 1974 and refurbished in 1994, this is an important community sports facility serving the local and wider market. It has a swimming pool, sports hall and 38 station health and fitness offer. Its facilities are of either above average or good quality. It caters for significant community access including day time availability. A key challenge is ensuring that it remains fully available to the general public and maintains its quality and varied programme of activities.	Define the role of the facility within the wider community use offer in Derbyshire Dales Consider its contribution to wider programming by regularly assessing who uses it with a view to engaging the inactive, where possible. DDDC to analyse membership data on a regular basis. Consideration to be given to introducing incentives to get the inactive more active. Ensure all sports are considered as part of the programming mix.	DDDC	Medium	Medium	Provide and Protect
Wirksworth Leisure Centre (Neighbourhood provision)	Local Authority	Built in 2000, this facility is also rated as being of good quality. It caters for a range of sports but since the opening of Arc Leisure Centre, has some identified spare capacity. It is a dual use facility with Anthony Gell School and is a strategically significant facility for the local area.	Consider what programmes of activity are likely to drive increases in participation and look to ensure programming flexibility. Consider whether gymnastics can expand to bring down waiting lists and increase participation	DDDC	Medium Short	Medium High	Provide and Protect
Bakewell Swimming Pool (Neighbourhood provision)	Local Authority	Built in 1998, this facility it has below average quality changing facilities. It is an important local amenity.	Investment in changing facilities is required to ensure that they do not start to impact negatively upon swimming participation. Continue to monitor programming and usage to drive further increases in participation from people in different age groups.	DDDC	Short	High	Protect and Enhance

DERBYSHIRE DALES DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Highfields School (Neighbourhood provision)	Education	The sports hall is in above average condition as are the changing rooms. The school offers over 40 hours of community access each week providing for a range of sports including, for example, netball, football, cricket, basketball, badminton. A key challenge is ensuring that it remains available to the general public and maintains its quality and the varied activity programme.	Define the role of the facility within the wider community use offer in Derbyshire Dales Consider how it can continue to contribute to wider programming effectiveness by regularly assessing who is using it with a view to doing more to engage the inactive, where possible.	School and DDDC	Medium	Medium	Provide and Enhance
Lady Manners School (Neighbourhood provision)	Education	The 4-court sports hall is good quality and the changing rooms above average. Its programme includes cricket, fitness sessions, badminton, football, rugby. Ensure that programmes of activity complement other activity in the District. Ensure that the facility remains available to the general public and maintains its quality and variety.	Define the role of the facility within the wider community use offer in Derbyshire Dales Consider how it can continue contribute to wider programming ambitions by regularly assessing who is using it with a view to engaging the inactive, where possible.	School and DDDC	Short Short Short	High Medium Medium	Enhance
Queen Elizabeth Grammar School (Neighbourhood provision)		Refurbished in 2009 the 4-court sports hall and changing rooms are considered to be above average. The programme includes football, yoga, indoor rugby. To ensure that the current quality of the facility is maintained.	Define the role of the facility within the wider community use offer in Derbyshire Dales Consider how it can continue to contribute to wider programming ambitions by regularly assessing who uses it with a view to engaging the inactive, where possible.	School	Short	High	Provide

DERBYSHIRE DALES DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
S. Anselms School (Neighbourhood provision)	Education	There is no community access available at this facility.	Engage with the School to identify whether, if and how its facilities could be made available for use by the wider community	DDDC and School	Medium	Medium	Provide
Smaller community facilities (Local provision)	Various	Understanding programming, availability and the quality of community facilities is a further challenge for the authority. These are generally small and spread throughout the District. They do, however, enable physical activity to be made accessible to those living in rural and harder to reach areas. If the way that they are programmed is commensurate with the wider principles of this strategy they can make a key contribution to generating an increase in physical activity via the accommodation of complementary programmes.	A commitment to understanding the sporting offer at these sites needs to be agreed. Integrate/support community use of these facilities into the wider Derbyshire Dales network (starting with sites already hosting activity)/	DDDC, and Public Health	Medium	Medium	Provide and enhance

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Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	Driving increases in badminton participation across the District, by ensuring complementary activity across different venues.	Build on the current badminton programme to support development. Help meet the continual requirement to identify local volunteers to coach, organise, lead and drive increased activity and participation. Liaise with schools to improve club access and consider alternative access methods e.g. keyholder access, especially at schools where badminton facilities are available and it is available on the curriculum and/or after school. Consider which venues are best prepared to deliver 'Smash Up' and other badminton programmes.	DDDC/ Derbyshire Sport/facility managers	Medium	Provide and Enhance
Gymnastics	Wirksworth Gymnastics Club has a waiting list. The Leisure Centre appears to have capacity. The key challenge is, therefore, identifying whether appropriate time (and potentially more coaches) can be found to extend Club time or whether there is sufficient demand to justify looking to secure an alternative dedicated facility (and whether this would be feasible).	Support should be offered to Wirksworth Gymnastics Club from Derbyshire Sport and/or British Gymnastics to consider how it can improve and extend its workforce. Extending the time at Wirksworth Leisure Centre should also be considered and if demand continues to grow it may be necessary to justify trying to identify a venue and assess the feasibility of establishing dedicated provision within the area.	British Gymnastics/ local gymnastics clubs and DDDC	Long	Enhance and Provide
Swimming/ other aquatic sports	Ensuring that the needs of different aquatic activities and community users are satisfied via effective programming and pricing at current stock and that investment remains high to ensure quality of facilities are maintained.	Monitor who accesses aquatic activity to ensure that children from harder to reach groups learn to swim and people from key communities have access to facilities. Encourage young swimmers by ensuring that links between clubs in the District and wider county are strong.	DDDC, ASA and local groups	Medium	Provide and Enhance
Climbing	Ensuring that the wider community is aware of the climbing wall and uses it, where possible, as a stepping stone to outdoor climbing activity.	Continue to market and promote the climbing wall to different market segments and community groups. Consider developing a longitudinal monitoring programme to determine its importance to the local and wider population.	DDDC	Medium	Enhance and Protect