



GLOUCESTER CITY COUNCIL INDOOR AND BUILT FACILITIES STRATEGY

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QUALITY, INTEGRITY, PROFESSIONALISM

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GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES – STRATEGY

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PART 1: INTRODUCTION

This is the Gloucester City Indoor & Built Facilities Strategy for the period 2019 – 2031. Recommendations are drawn from the Needs Assessment Report 2019, researched and prepared between April – August 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 - for Indoor and Outdoor Sports Facilities - Guidance) and in consultation with Gloucester City Council (GCC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

1.1 Purpose

Gloucester City has an aspiration and need to consider its facilities planning, particularly in the context of its own and its neighbours growing population, 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 Gloucester requires.

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.

1.2 National strategic context

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

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

Sport England: Towards an Active Nation (2016)

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

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

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

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Sport England's planning aim

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

Table 1.1: Sport England Planning objectives

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

Figure 1.1: Sport England's Planning for Sport Model

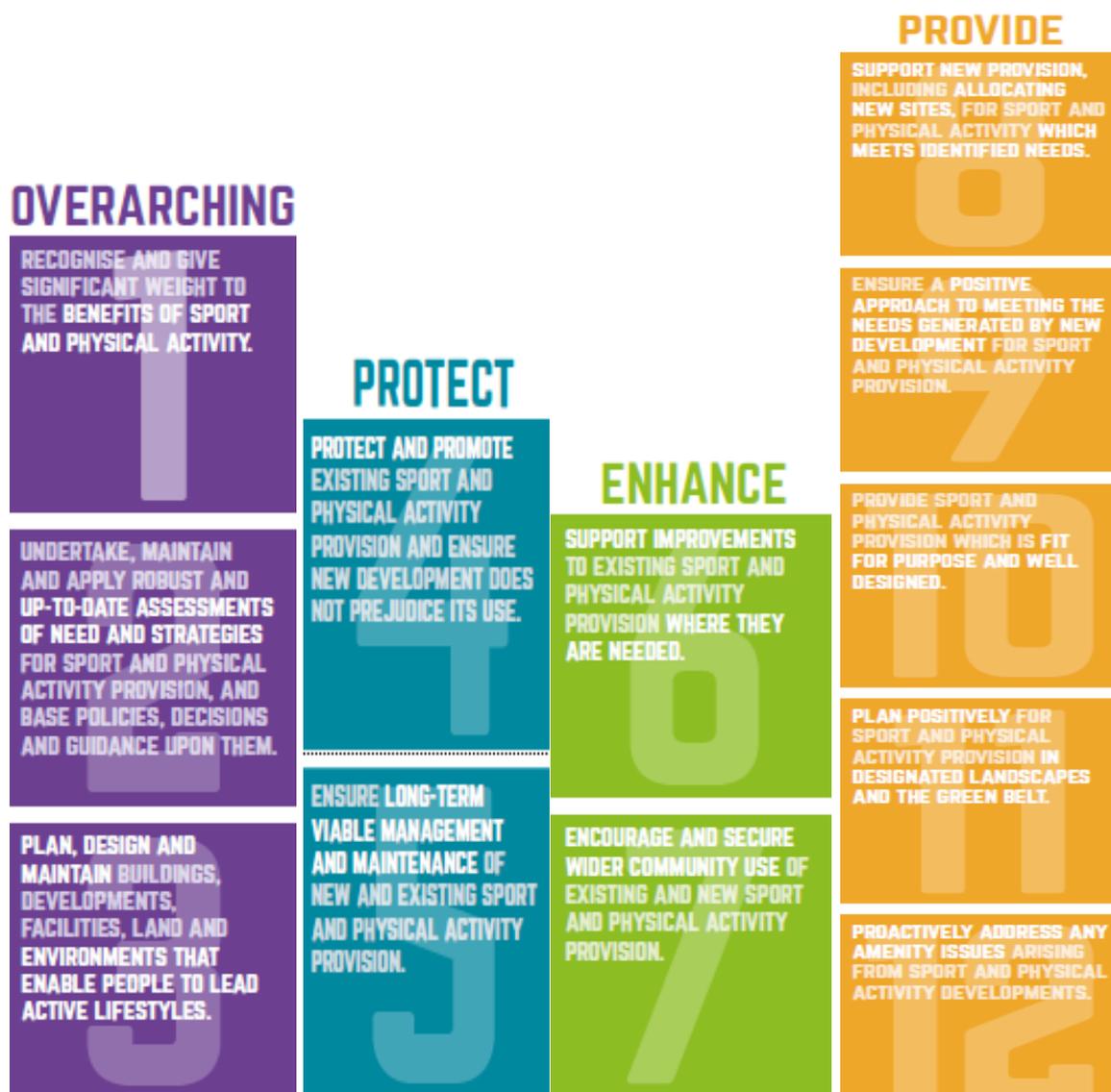


Applying the 12 principles will help to ensure the planning system plans positively to enable and support healthy lifestyles, delivers community and cultural facilities and services to meet local needs, and provides opportunities for all to experience the benefits that taking part in sport and physical activity brings.

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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.

Figure 1.2: Sport England's 12 Planning Principles



1.3 Local strategic context summary:

Gloucester City Council Plan 2017-2020

A continuing theme for Gloucester City Council (GCC) is a focus on regeneration, housing and cultural provision as key drivers for improving outcomes for residents. Linked to this is the desire to make Gloucester a place where residents and visitors feel safe and the physical environment of the city is something that residents can be proud of. The Council wants to enable diverse communities to thrive, recognising and using their strengths. It is committed to ensuring that key services meet the evolving needs of residents, both in terms of access and delivery.

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Core values include:

- ◀ *Efficiency and value for money:* it will strive to provide great services that are affordable for all.
- ◀ *Forward thinking with innovation:* GCC will adopt an entrepreneurial approach to find new and better ways to do things.
- ◀ *Making residents lives better:* GCC will support local communities to use their own strengths and assets while providing universal services and supporting the most vulnerable residents
- ◀ *Passionate about the City:* enthusiasm for, and pride in, Gloucester will be at the heart of everything GCC does.
- ◀ *Working together to make it happen;* GCC will build strong and trusted relationships with communities and partner organisations to achieve the best outcomes for residents

Gloucester City Vision 2012-2022

A city ambitious for its future and proud of its past. The Vision for the future of Gloucester is: *Gloucester will be a flourishing, modern and ambitious City, which all residents can enjoy.* The key aims of this strategy are:

- ◀ A flourishing economy and City Centre which meet the needs of residents, businesses and visitors.
- ◀ A vibrant evening economy.
- ◀ A City which improves through regeneration and development.
- ◀ A City where people feel safe and happy in their community.
- ◀ A healthy City with opportunities available to all.

Gloucester's cultural vision and strategy 2016-2026

Putting Culture at the Heart of Gloucester for the Good of All

GCC is committed to making Gloucester a better place to live, work and play by engaging and empowering local communities and leaders to transform the city. Gloucester will be known for its distinctive culture; which will be innovative and excellent, quirky and edgy, diverse and community-based with a strong focus on young people. The objectives of the cultural strategy are:

- ◀ Develop artists and art organisations so as to build the cultural and creative industries.
- ◀ Broaden the cultural offer so as to support social and economic development.
- ◀ Develop a vibrant city full of cultural things to do.
- ◀ Develop audiences who enjoy the new cultural opportunities being created.
- ◀ Put Gloucester on the cultural map by developing high profile event.
- ◀ Make things happen to continue the momentum for change.

This will be overseen by the Cultural Forum, which will be a vital part of the partnership whose purpose is to support the development of culture in Gloucester, contribute to the strategy of the Culture Board and to receive updates on its delivery. This strategy has been prepared on the basis that there will be limited funding available from the local authority and partnership funding will be essential if the strategy is to be successful.

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Active Gloucestershire (AG)

Active partnerships (previously county sports partnerships - CSPs) are networks of local agencies committed to working together to increase the number of people taking part in sport and physical activity. They are led by a central team of people whose job is to provide leadership and co-ordination of the network at a sub-regional level. Active Gloucestershire is the active partnership for Gloucestershire.

The aims and objective of Active Gloucestershire's Strategy 2017-2021

Aims	Objectives
Get inactive people active	<ul style="list-style-type: none"> ◀ 30,000 inactive people active (based on Gloucestershire Moves analysis)
Make physical activity the social norm	<ul style="list-style-type: none"> ◀ A movement of at least 1,000 organisations signed up and actively contributing to Gloucestershire Moves ◀ Demonstrate changes in Gloucestershire's culture/system
Be a strong and sustainable charity	<ul style="list-style-type: none"> ◀ Decision made on whether to be GM's backbone organisation ◀ High performing staff and board ◀ Have a health and sustainable income that supports our developing role within GM

Gloucester Health and Wellbeing Board

The Gloucestershire Health and Wellbeing Board is responsible for overseeing the development and delivery of the Joint Health and Wellbeing Strategy - a 20-year strategy which aims to improve the lives of people in Gloucestershire. Five principles underpin the plan of supporting communities to take an active role in improving health:

- ◀ Encouraging people to adopt healthy lifestyles to stop problems from developing.
- ◀ Taking early action to tackle symptoms or risks.
- ◀ Helping people to take more responsibility for their health.
- ◀ Helping people to recover quickly from illness and return home to their normal lives
- ◀ Supporting individuals or communities where life expectancy is lower than the county average or where quality of life is poor.

Although the Board would like to be able to tackle everything at once the Board has identified five priority areas for action. The current action plans run from 2016 to 2019 and focuses on:

- ◀ Tackling Health Inequalities.
- ◀ Healthy Weight.
- ◀ Healthy Ageing.
- ◀ Alcohol Harm Reduction.
- ◀ Mental Health and Wellbeing.

The Action Plans are given a 'light touch' review on an annual basis and then undergo a more formal review every three years

PART 2: LOCAL AREA CONTEXT

2.1 About Gloucester

Gloucester is a city and district in Gloucestershire, in the South West of England, of which it is the county town. Gloucester lies close to the Welsh border, on the River Severn, between the Cotswolds to the east and the Forest of Dean to the southwest. Economically, the city is dominated by the service industries, and has a strong financial and business sector. The two adjoining districts are Stroud and Tewkesbury.

It has a total population is 129,083 (2017 MYE) with slightly more females (65,193) than males (63,890). Relative to other parts of the country Gloucester experiences similar levels of deprivation; three in 10 of the City's population (29.4%) falls within the areas covered by the country's three most deprived cohorts compared to a national average of c.30%. Conversely, 32.6% live in the three least deprived groupings in the country, this compares to a 'norm' of c.30%.

Whilst not an exact replica, the areas of higher deprivation tend to mirror the areas of higher population density. A similar pattern, to that seen for multiple deprivation, is seen in relation to health. A third of Gloucester's population (33.3%) falls within the areas covered by the three most deprived cohorts, this compares to a national average of c.30%. Alternatively, 22.4% live in the three least deprived groupings compared to a 'norm' of c.30%. According to the 2011 Census of population, the largest proportion (89.1%) of the local population classified their ethnicity as White; this is higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 4.8% this is lower than the national equivalent (7.8%). The majority of those who class themselves non-White tend to live in Gloucester City itself.

The age and composition of the population is a key factor when considering and developing the sport and physical activity offer in the area. Going forward there will be a continuous increase in the number and proportion of persons aged 65+. This age group represented 16.2% of Gloucester's population in 2016 and is projected to be 20.9% by 2031.

Sport England Active Lives 2017-2018

This national survey illustrates that a higher percentage of Gloucester's population (27.8%) is inactive than the England (25.7%) and South West (21.8%) averages. Unsurprisingly, a significantly lower percentage is considered to be active (Gloucester 60.1% compared with England; 62.3% and the South West 66.6%).

It also illustrates that the most participated in activity (based upon adults who take part at least once per month) in the Authority is cycling (18.9%). This is slightly lower than the regional (19.1%) and slightly higher than national (16.8%) figures. Structured programme classes, athletics, fitness and swimming are all key activities within Gloucester. Whilst they make up the top participated activities in Gloucester, participation rates in general are below that of the region and national averages.

2.2: House building and policy

The Joint Core Strategy (2011-2031) for Gloucester City, Tewkesbury Borough and Stroud Borough sets the number of new homes that will be required to meet Gloucester's needs until

2031. The current figure is 14,350. This figure includes homes that have been built since 2011, those that currently have planning permission, those that will be allocated through the City Plan and a windfall allowance.

For Cheltenham Borough there is a housing requirement of 10,917 dwellings over the plan period and for Tewkesbury Borough the JCS indicates a requirement of 9,899 dwellings. Both Gloucester and Cheltenham are constrained urban authorities and the JCS brings about a position whereby a good proportion of their housing needs will be met in Tewkesbury Borough through strategic allocations / urban extensions.

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 support communities' health, 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 through 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 GCC, 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 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.

PART 3: NEEDS ASSESSMENT FINDINGS

3.1 General findings:

Gloucester 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 City. There is also recognition that the Council will be operating within a climate of increasing financial constraints and its key leisure facility GL1 is ageing and is likely to need increased investment in the medium term; the contract for operating leisure facilities is up for re-negotiation in 2023.

The projected increase in the size of the population in the City of 11.7% by 2031 is exacerbated by increases in housing in both Stroud and Tewkesbury. It is highly likely that these new communities will look to Gloucester for key services thereby leading to increased pressures and numbers of people wishing to take part in sport and physical activity (potential customers of leisure facilities). 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 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 demographic change.

There is a plethora of activity being delivered by the local authority, third sector and the private sector targeting hard to reach groups and attempting to increase physical activity and sporting activity at all levels and age groups.

The principal opportunity/challenge for Gloucester City is to ensure that its stock of facilities is fit for the future. There is a need to balance the needs of the core market of people already taking part in sport and physical activity, whilst ensuring the growth of existing or new activities which meet the needs of a more diverse and ageing population is enabled.

What do we know about facilities and activities in Gloucester?

Sports halls

There are 36 sports halls with 84 badminton court in Gloucester of which 14 have 3+ badminton courts, with a total of 68 badminton courts. The largest of these with 12 courts are located at the Sports Park at the University of Gloucestershire. GL1 has an 8-court hall, although half of this is given over to Lunar City, a semi-permanent inflatable structure. They are both managed by Aspire Cultural and Leisure Sports Trust.

Sports halls in the north of Gloucester tend to be better quality than those found in the south. Provision is shared between the University, local authority, schools and a commercial owner. All sports halls apart from the Police Headquarters, offer substantial community availability. Many of them are full to capacity with many different sports being played across the city including netball, football, futsal, badminton and basketball. Consultation suggests that there is no room for expansion within the facilities which they currently use.

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As the key facility offering community use both in the day time and evenings, GL1 is likely to require increasing investment over the lifetime of the Local Plan, a fully costed repair, maintenance and enhancement plan will be required to ensure that it remains fit for purpose in the 21st century.

Key findings from the Needs Assessment suggest the need to improve the quality of the below average sports halls in the south of the city and undertake a feasibility to identify demand and where best to locate an additional 4 court sports hall. There is also a need to retain daytime access to sports halls at the public facilities and work towards increasing daytime access at education sites, where possible (potentially at the university). Where possible extend community use availability at education sites (although this is relatively strong). There appears to be really strong basketball development in the area, which may lead to even further pressure on community use of sports halls.

Swimming pools

There are 12 pools of varying size on nine sites in Gloucester, three of which were built in the 1960's. Two sites (GL1 and Beaufort Sports Centre) are open to the public as pay and play facilities. There is an additional pool which offers swimming lessons, and some pay and play availability at Brockworth Sports Centre, located to the east of Gloucester in Tewkesbury.

The general stock of swimming pools (including those located at commercial sites) is above average in quality or good. Ribston Hall, Riverside Sport and Leisure and Beaufort Sports Centre are, however, below average. GL1 (built in 2002), is the key swimming facility in the area; it is starting to show signs of wear and tear with a recent problem with a moveable floor leading to a temporary closure of a specific pool. It is likely to require additional and increasing investment in its plant over the lifetime of the Local Plan. Ribston Hall Swimming pool and Beaufort Sports Centre are currently in need of investment.

There are several pockets of higher deprivation which are not currently serviced by a walk to swimming facility. Consideration could be given to extending and improving Ribston Hall School facility, ensuring additional community availability. This has the potential to 'plug' the gap in the middle of the City.

Health and fitness

There are 19 health and fitness facilities of which 13 have 20 stations or more. The 13 facilities offer over 1,000 stations in Gloucester. The audit identified a sufficient supply of health and fitness facilities both at present and in the future. In addition, there are 32 studios. The quality of the gyms and dance studios generally mirror one another with Nuffield Health being in good condition, the majority found to be above average and three below average.

The importance of the financial contribution that health and fitness provision can make to the viability of (and to enable) other publicly accessible facilities as swimming pools is an important facet. Continued development of health and fitness facilities which are not in the local authority domain, may lead to increased financial pressures on local authority owned facilities.

Health and fitness facilities along with dance studio space have the potential to increase physical activity in the wider population.

Other sports facilities

Squash courts - There are 11 squash courts Gloucester, which are all above average quality, with the exception of one court at Beaufort Sports Centre. There is a relatively high demand for squash in the area with each facility running its own internal leagues. The current number of squash courts has capacity to accommodate increased demand. There is, however, a need to maintain the quality and preserve the function of existing courts as well as a need to develop the sport through developing the local workforce and supporting it to focus on junior development.

Athletics - There is one athletics track in Gloucester, which is regional standard and has all 'field' opportunities. The ancillary facilities are in need of refurbishment. Blackbridge Athletics Track is a key venue for the Club and events in Gloucestershire and beyond. It acts as a City-wide athletics venue. There is a need to retain the current track's status and the level of competition accommodated.

There are plans to develop the playing field adjacent to the track with new sports facilities which will accommodate new ancillary provision for the track. It needs to be located within proximity to the track if the facility is to accommodate track users and events.

Climbing walls - There is one climbing and caving centre in Gloucester, which is good quality. The Warehouse Climbing and Cave Centre (WCCC) offers climbing opportunity for people of all ages and ability levels and is open both during the day and evenings. The Climbing Centre does not have security of tenure and the current landlord has put the building up for sale.

Discussions are taking place regarding the re-location of the facility with plans (subject to planning approval) to build a new climbing centre at Bentham Country Club (Tewkesbury). The plans include a range of indoor climbing walls, (15m high), a large dedicated bouldering centre and a dedicated Olympic standard speed climbing wall. GCC should continue to work with WCCC and other partners and stakeholders to ensure long-term security of tenure for a climbing facility.

Gymnastics - British Gymnastics identifies three key clubs in Gloucester with over 1,000 registered members. In addition, there are four recreational and non-registered gymnastics opportunities. Clubs experience different facility quality. The audit identified a general dissatisfaction of clubs with the quality of facilities. Consequently, clubs are looking to either improve the quality of facilities or move to new ones.

The displaced Aspire Trampoline Club (from GL1) has found alternative facilities in Tewkesbury – at Bentham Domes (outside of the City). It is not totally satisfied with the quality of facilities, nor with the level of availability. It is understood that there are plans to invest in new facilities which will include the Trampoline Club.

Demand exceeds supply in a number of clubs. Current opportunity to grow participation in gymnastics is limited by the limitations in spatial capacity. Work is underway to support The Gym and Cheltenham School of Gymnastics to identify appropriate premises so that they can meet current demand for the sport in Gloucester. If appropriate premises are found, this could also lead to the wider development of trampolining in the wider area.

The Needs Assessment identified the need to investigate whether there could be a coordinated approach to gymnastics and trampolining in the area (e.g. the development of a

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single, large dedicated gymnastics facility. There is a need to support clubs as they look to increase the available qualified coach workforce and volunteers which underpin existing provision and enable future expansion.

Indoor bowls - There is one indoor bowls facility in Gloucester with 4 rinks, located at GL1. It is available during the day and in the evening. Demand is seasonal with majority of use over the winter months. Consultation did not highlight any additional demand for indoor bowls. Based upon current membership figures, EIBA's view is that retention of the existing facility and the two clubs within neighbouring authorities will be able to accommodate current and future demand.

Indoor tennis - There is one indoor tennis facility with 6 indoor courts located at Oxstalls Sports Park, in the North of Gloucester. It is operated by Aspire. There is a 7-court David Lloyd tennis centre located nearby in Tewkesbury. There appears to be pressure on the courts at Oxstalls Sports Park to accommodate alternative activities. The facility offers pay and play and participation programmes both during the day and evenings. It also has good links with schools and the University. There is a need to continue to work with the LTA and partners to drive up participation and ensure the facility is financially viable.

Skiing - There is one ski centre in Gloucester, it has four slopes and is commercially operated. All of the slopes have had some level of refurbishment within the last five years. Facilities have been and continue to be invested in and are good quality although the tows are in need of replacement. Continued investment into the facility with appropriate marketing and promotion will ensure that the venue remains high quality, attractive and therefore financially viable. (The audit did not identify development of other skiing or snow sport facilities in the wider region).

Village, community and parish halls - There are 66 village, community and church halls within Gloucester. Approximately 90% of the population lives within 800m of such a facility. The rural area to the west of the City is without access to such a facility. These halls provide a wide range of activities to their local communities. The quality of facilities also varies as does their age. The accessibility of such facilities suggests that they have the potential to make a real difference in ensuring that the inactive can get active and maintaining activity amongst many hard to reach groups. There is a need to understand just how far reaching activity is within these facilities.

Key strategic issues raised by the Needs Assessment in alignment with Sport England's Planning Framework include the following:

Enhance

- ◀ Ensure that all school sports facilities continue to be made fully available for community use (this is currently a strong feature of supply and needs to remain so).
- ◀ Link this directly to, wherever feasible, judicious investment in improving the quality of the sports hall stock to ensure it remains attractive and fit for purpose, which includes GL1 as the building starts to age.
- ◀ Retain a watching brief in respect of ensuring that sufficient daytime access is available to indoor sports and other facilities across the city.
- ◀ Consider if investment in Ribston High School with accompanying robust community use agreements could plug the gap in the centre of Gloucester and increase swimming participation from people living in areas of higher deprivation.

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- ◀ Ensure that programming and pricing of facilities and activities lead to increased participation from hard to reach groups and are accessible for all e.g. ladies only swimming.
- ◀ Undertake a full sports hall programme review to understand the level of undersupply now and in the future. There appears to be a shortfall of at least one 4-court sports hall. Given the growth of gymnastics, basketball, table tennis etc in the area, the demand may be even greater.
- ◀ Continue to work with the LTA to create flexible solutions to enhance the viability, financial sustainability and contribution to increasing participation in tennis and others sports of the indoor tennis centre.
- ◀ Given the regional and local importance of the Blackbridge Athletics Track, continue to work with Gloucester Athletics Club to develop ancillary facilities which are fit for purpose for athletics and which can be used to increase participation and improve the financial viability of the site.
- ◀ Working with the Active Gloucestershire and NGBs in key sports, create a workforce development plan to ensure there is sufficient volunteers, officials and coaches across a range of sports.

Provide

- ◀ Investigate the longer-term replacement of a swimming pool with a larger facility to accommodate any increased demand for water space in the south of the City. This may require health and fitness to underpin the revenue performance of the facility (notwithstanding the current level of supply).
- ◀ Support the development of a dedicated gymnastics centre which can accommodate trampolining (potential of a single facility to accommodate all existing clubs and facilitate increases in participation).

Other/ general

- ◀ Support the above developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider community.
- ◀ Support other developments (via planning and officer expertise) which will assist in increasing the level and quality of provision catering for sport and physical activity in the wider community (specifically in sports including gymnastics and athletics).
- ◀ Working with the Active Gloucestershire and NGBs in key sports, create a workforce development plan to ensure there is sufficient volunteers, officials and coaches across a range of sports.

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PART 4: VISION AND STRATEGIC RECOMMENDATIONS ACTION PLAN

The vision below outlines what GCC, with its partners, wants to achieve.

To create accessible, high quality and sustainable sport and leisure facilities, which offer inclusive services for all; enabling the inactive to become active, increase participation in targeted groups in particular and help improve the health and well-being of all of residents.

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

4.1: Management and programming

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Improve City wide programming Enhance	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	<ul style="list-style-type: none"> ◀ Ensure that Sport England's Active Place Power is updated to ensure that future modelling is based on the most up to date information. ◀ Consider current programming across the City with a view to understanding usage and developing/ encouraging complementary activity and seeking out more time for club use. ◀ Develop a site by site action plan for improving programming across the City (see below). ◀ Work through established sports groups and/or Active Gloucester to help develop coaches and volunteers in the City to work in/on a range of sports. 	Short	GCC, NGBs and local schools	High

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Maintain and increase community use of education facilities (sport halls) Enhance	Maintain the high level of community use on education sites. Work with schools to extend community use at those few sites which have some limitations.	<ul style="list-style-type: none"> ◀ Continue to work with those schools which offer good levels of community use to ensure complementary programming across the City. ◀ Develop a site by site engagement action plan for those schools with limited community use currently. ◀ Work with colleagues in Education to ensure that support for new sports facilities are accompanied by an effective long-term community use agreement. 	Medium	Schools, GCC	High
Increase investment in major facilities Protect, Enhance and Provide	Review the need for a minimum of a 4-court sports hall in Gloucester. (See site by site recommendations below).	<ul style="list-style-type: none"> ◀ Following the programme review, undertake a feasibility study to identify the requirement for a minimum 4 court sports hall in the City and any opportunity for co-location of facilities and site options. 	Short	GCC	High
Increase participation from hard to reach and those at risk of becoming unhealthier.	Undertake detailed analysis of who uses GCC owned facilities and for what, with a view to driving up participation from all sections of the community potentially leading to a wider focus on health inequalities.	<ul style="list-style-type: none"> ◀ Identify a budget to carry out the recommendation. ◀ Review the current discretionary pricing system to ensure that it is fit for purpose and that identify whether hard to reach groups are accessing GCC facilities on a regular basis. ◀ Consider different options which do not undermine the financial viability of the leisure operator including opportunity for groups to access instructed sessions. 	Short	GCC, Aspire	High

GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES STRATEGY

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
<p>Ensure health and fitness facilities are accessible and available to the wider community</p> <p>Protect and enhance</p>	<p>Continue to monitor the quantity and quality of health and fitness offer across the City as there appears to be more than enough to satisfy demand.</p> <p>Ensure that the provision of health and fitness facilities is appropriate for hard to reach groups across the City.</p>	<ul style="list-style-type: none"> ◀ Monitor the development and requests for developing private health and fitness facilities across the City from a Planning perspective. ◀ Continue to invest in Council-owned health and fitness facilities to ensure quality and customer service can compete with the private sector. ◀ Aligned to improved analysis of data, drive up increases in participation from hard to reach groups, especially those with health needs. 	Medium	GCC	High
<p>Maintain the level of squash participation in Gloucester</p> <p>Protect</p>	<p>Retain current facilities to ensure the sport continues to develop in the area.</p>	<ul style="list-style-type: none"> ◀ Monitor and continue to invest in the quality of squash courts ensuring that they remain fit for purpose, service current demand and lead to increases in participation. 	Short	GCC, England Squash & Racketball, local clubs	Medium
<p>Specialist facilities.</p> <p>Provide support to gymnastic organisations to evolved and develop in the City.</p> <p>Enhance and provide</p>	<p>Address the latent demand for gymnastics and the desire for clubs to have dedicated facilities.</p>	<ul style="list-style-type: none"> ◀ Identify a coordinated Gloucester City wide approach to gymnastics. ◀ Work with the local gymnastics and trampoline clubs to develop a permanently set out dedicated gymnastics and trampoline facility(s) for the area. ◀ Consider co-locating where the opportunity arises. 	Medium	GCC, Aspire, BG (Facilities team), gymnastics and trampoline clubs	Medium

GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES STRATEGY

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Incorporating village halls/ community centres into broader activity portfolio Protect and Enhance	Improve understanding of the importance of village, community and church halls with regard to the physical activity offer.	<ul style="list-style-type: none"> ◀ Review the programming at village, community and church halls facilities to see which are realistically able to accommodate increased levels of activity in the context of scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. 	Medium	Various community groups, private facilities, GCC	Medium
Planning Protect, Enhance, and Provide	Recognise the importance of this study; ensure that recommendations are acted upon.	<ul style="list-style-type: none"> ◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant GCC strategies where appropriate. 	Medium	Planning & Community Development Team	High
Monitor and review	Keep the Facilities Strategy relevant and up to date.	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study annually. ◀ Undertake a complete review within 5 years of its adoption. 	Medium	GCC	High

GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES STRATEGY

4.2 Indoor built facilities

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

Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Beaufort Sports Centre	Academy – in house	The four-court sports hall, small swimming pool (4 lanes x 20m) and one squash court are all below average condition. It also has a small health and fitness suite. This is a dual use facility offering pay and play availability the facility is an important community asset but requires investment. There is potential land to develop facilities.	<ul style="list-style-type: none"> ◀ The School should prioritise maintaining and improving the quality of the current facilities. ◀ Work with other partners to provide complementary programming and activities across Gloucester. ◀ Consider if the land available could be used to develop and upgrade swimming facilities in particular. 	Academy	Medium	Medium
Crypt School	School	This above average 4 court hall is well used by the community by a wide range of sporting organisations. The newly laid floor is in need of attention as there have been complaints that it is slippery.	<ul style="list-style-type: none"> ◀ School to work with the flooring installation company to rectify the issue. ◀ Continue to ensure that the school offers community use to the wide range of organisations including korfbal and disability multi-sport activities amongst others. 	School and GCC	Ongoing	Medium

GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES STRATEGY

Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
GL1 Leisure Centre	Aspire Trust	<p>This is the key facility in Gloucester with extensive facilities. Located in the city centre the facility has limited parking. Half of its 8-court hall is generally programmed for Lunar City, which reduces the amount of time given over to sports which rely on sports halls. The Trust developed the Lunar City plan in order to both drive increases in physical activity and income.</p> <p>The four pools remain above average and there is a significant health and fitness offer. Opened in 2002 the overall facility is starting to show signs of wear and tear requiring additional investment in repair and maintenance.</p> <p>The contract for operating GL1 is due to be re-evaluated in 2023.</p> <p>Other facilities include five fitness studios, dedicated gymnastics hall, and Dojo for martial arts and indoor bowls hall</p>	<ul style="list-style-type: none"> ◀ Ensure appropriate investment is directed to GL1 to enable it to remain the key facility in the City over the lifetime of this Strategy. ◀ Work with other partners to provide complementary programming and activities across Gloucester. ◀ GCC and Aspire to work in partnership to ensure that sports which require sports hall markings are not disadvantaged via alternative programming. ◀ Consider best method of long-term investment in GL1 which will allow programme development and ensure its financial viability. 	GCC and Aspire Trust	Short	High
		<p>The indoor bowls facility is in above average condition and no additional demand has been identified.</p>	<ul style="list-style-type: none"> ◀ Maintain quality of provision. ◀ Drive increases in marketing and development to, at the very least, maintain participation, taking advantage of an increasingly ageing population. 	Aspire and GCC	Long	Low
Gloucester Academy	Academy	Offering over 40 hours of community use, this above average condition sports hall offers a wide range of activities including futsal, archery, cricket and netball.	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how this facility complements other activity across the City. 	Academy	Ongoing	Low

GLOUCESTER CITY COUNCIL INDOOR & BUILT FACILITIES STRATEGY

Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Gloucestershire Constabulary Headquarters	Police	This 4-court sports hall was not assessed and is highly unlikely to be made available for any community use now or in the future	<ul style="list-style-type: none"> None. 	Police	NA	NA
Denmark Road High School	Local Authority	Above average three court sports hall. The challenges with the hall are that it has a low ceiling and does not have appropriately sized court marking restricting the activities that can take place there. It is unsuitable for ball and racket sports or trampolining, for example.	<ul style="list-style-type: none"> Continue to monitor use and understand how this facility complements other activity across the City. 	GCC	Medium	Medium
Oxstalls Sports Park (Arena)	University-Aspire Trust	Built in 2019, the 12-court hall is in good condition. Managed by Aspire. The venue is suitable for hosting regional events in a variety of sports. Programming is dominated by the University especially during term time.	<ul style="list-style-type: none"> Continue to monitor use and understand how this facility complements other activity across the City. Work with the University and Active Gloucestershire to raise the profile of sport across Gloucester by hosting a series of regional events e.g. badminton and netball. 	GCC	Short	High
Indoor tennis	Aspire Trust	LTA identifies the six indoor courts at Oxstalls Sports Park as strategically important to the region. The LTA is keen to ensure that the facility retains its status as a key tennis facility in the South West and will resist any attempts to change the use of courts from tennis as it is a strategic facility for the region.	<ul style="list-style-type: none"> There is a need to maintain the quality of the tennis centre. Continue to work with the LTA and partners to drive up participation and ensure the facility is financially viable. 	Aspire Trust, LTA, University	Short	Medium

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Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Riverside Sports & Leisure Club	Commercial	<p>The facility is based at Kings School, operated and managed by Riverside Sports & Leisure Club.</p> <p>The 4-court sports hall is above average quality and detached from the other facilities and is used the majority of the daytime by The Kings School.</p> <p>The swimming pool is in below average condition which was built in 1973. It has a significant health and fitness offer with over 100 stations and studios. It has three squash courts. These facilities are available during the daytime.</p>	<ul style="list-style-type: none"> ◀ Work with Riverside Sports & Leisure Club to consider if complementary programming can be achieved. ◀ Continue to monitor use and understand how this facility complements other activity across the City. 	Riverside Sports & Leisure Club	Medium	Medium
Severn Vale School	School – inhouse	<p>This below average sports hall still offers over 30 hours of community use per week (mainly badminton and football).</p>	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how this facility complements other activity across the City. ◀ When finance becomes available invest in and improve the quality of the sports hall and changing facilities. 	Academy	Medium	Medium
Sir Thomas Rich's Sports Centre	School – inhouse	<p>This four-court sports hall is above average quality and offers over 60 hours of community use per week. Key activities include archery, football, badminton, netball and cricket.</p>	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how this facility complements other activity across the City. ◀ Maintain the quality of the facility. 	School	Medium	Medium

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Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
St Peters Roman Catholic High School	School - inhouse	This facility has one four court hall which is below average quality and one five court hall (barn), which is poor quality. It has extensive community use by sports such as badminton, cricket, netball and futsal.	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how this facility complements other activity across the City. ◀ When finance becomes available invest in and improve the quality of the sports hall and barn. 	School	Medium	Medium
Oxstalls Campus	University	This four-court hall is managed by the University and is in above average condition. It offers a wide variety of sports and is available to the community for over 40 hours per week.	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how this facility complements other activity across the City. ◀ Maintain the quality of facilities. 	University	Medium	Medium
Gloucestershire College	Academy – in house	Four court sports hall which is above average and dominated by basketball coaching and central venue leagues. Over 40 hours community use.	<ul style="list-style-type: none"> ◀ Develop good communications with the College with a view to understanding basketball development requirements. 	GCC and College	Medium	Medium
Ribston Hall High School Pool	High School	No sports hall at the site but it has a below average condition swimming pool having been built in 1960. There is a swim school which leases and maintains the pool but does not offer pay and play to the general public. Extended use could help plug the gap in an area of higher deprivation.	<ul style="list-style-type: none"> ◀ Consider this site as an opportunity to develop a 4-court sports hall and refurbish the swimming pool. ◀ Work with the swim school and school to develop a programme of activity which supports organisations from more deprived areas to use the facility more often, whilst ensuring financial viability of the site. ◀ When finance becomes available invest in and improve the quality of the sports hall and changing facilities. 	School and GCC	Medium	High

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Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Sir Thomas Rich's Sports Centre	School	There is club use at this 4m x 18.3m above average condition swimming pool having been built in 1964 and refurbished in 2005. In addition, it has a 20-station health and fitness facility which is not available for community use.	<ul style="list-style-type: none"> Develop good communications with the School with a view to understanding swimming development requirements. 	School, Swim School and GCC	Medium	Medium
Blackbridge Athletics Track	Club	6 lane athletic track in above average condition. Clubhouse is below average with work planned to develop new accessible facility on adjacent land. It is currently used as a regional coaching venue. There are agreements for school use during the day.	<ul style="list-style-type: none"> There is a need to retain the current track's status and the level of competition accommodated. Complete the plans to develop new ancillary provision with complementary facilities, ensuring club requirements are taken into account. Continue to maintain the quality of the track. 	GCC	Short	High
Gloucester Ski and Snowboard Centre	Commercial	All four slopes have had some level of investment within the last five years. This is a popular local amenity. The ski tows are ageing and in urgent need of replacement.	<ul style="list-style-type: none"> Work with the centre to ensure access to such a facility benefits hard to reach groups as well as those that can afford to use the facility currently. When finance becomes available invest in the ski tows to ensure the centre can remain operational. 	GCC. GS&SC	Medium	Low

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Facility	Management	Overview	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Gymnastics	Aspire Trampoline Club, Checkers and Cheltenham School operate their own.	<p>Aspire Trampoline Club (now operating from Bentham Country Club, Tewkesbury) has recently re-located from GL1. It is not wholly satisfied with its current facilities.</p> <p>The Gym and Cheltenham School is at capacity and is actively looking for its own facility.</p> <p>Checkers Gymnastics Club would like a larger facility, although does not have a waiting list.</p> <p>All three clubs are working hard to ensure they train enough coaches and volunteers.</p> <p>GL1 hosts a range of clubs some of which offer recreational gymnastics.</p> <p>There are over 1,000 registered BG members in these clubs.</p>	<ul style="list-style-type: none"> ◀ Investigate whether there could be a coordinated approach to gymnastics and trampolining in the area (e.g. a single, large dedicated gymnastics facility which can provide for current and future demand). ◀ Coordinate workforce and volunteer development across gymnastics and trampolining reducing duplication of effort and continuing to underpin existing provision and enable future expansion. 	<p>GCC, BG and gym clubs</p> <p>Clubs, AG</p>	<p>Short</p> <p>Medium</p>	<p>High</p> <p>Medium</p>
Climbing walls	Commercial	<p>The Warehouse Climbing and Caving Centre (WCCC) is the only climbing facility in Gloucester. It does not have security of tenure and the owner is, reportedly, putting the site up for sale.</p> <p>Discussions are taking place regarding the re-location of the facility with plans (subject to planning approval) to build a new climbing centre at Bentham Country Club (Tewkesbury).</p>	<ul style="list-style-type: none"> ◀ Work with WCCC and other partners and stakeholders to find a solution and secure a long-term future for climbing in the area. 	GCCC, WCCC	Short	High

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4.3: Sport specific recommendations

Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Athletics	<ul style="list-style-type: none"> ◀ Athletics and running are strong in Gloucester. All abilities are catered for including wheelchair athletes. ◀ Plans are in place to build a new clubhouse with improved ancillary provision at Blackbridge Athletics Track, which are necessary to retain the status of the track and continue to attract high quality events. 	<ul style="list-style-type: none"> ◀ Ensure that the new provision meets the needs of the athletics club, is completed on time and in budget. ◀ Continue to support the Club to attract regional events. ◀ Support the club in its development of coaches, volunteers and officials so that it can continue to increase participation. 	Blackbridge Jubilee Athletics Track, GCC, AG, The Crypt School, Blackbridge Project steering group.	Medium	Enhance
Badminton	<ul style="list-style-type: none"> ◀ Only one affiliated club based in the centre of Gloucester with all other clubs being based on outskirts. ◀ Oxstalls Sports Park (12 courts) has the size and ability to host regional competitions, although no badminton is played there currently. ◀ BE has supported all clubs in the area. ◀ There has been increased badminton activity especially at primary level. ◀ Key challenge relates to access to facilities. ◀ Volunteer and coach development. 	<ul style="list-style-type: none"> ◀ When time becomes available in sports halls as re-programming is implemented, consider how to develop workforce to allow badminton to develop more fully across the City. ◀ Support development of No Strings sessions. 	County Badminton Association, GCC leisure service, University	Medium	Enhance
Basketball	<ul style="list-style-type: none"> ◀ Played in a range of venues across the City. ◀ It is particularly strong at Gloucestershire College with central venue league and coaching on most days. ◀ All sections are catered for including juniors, women and men. 	<ul style="list-style-type: none"> ◀ 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 City. ◀ Support the development of recreational opportunities across the City. 	Schools, GCC	Medium	Enhance

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Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Futsal, football and walking football	<ul style="list-style-type: none"> ◀ Football is popular in the area with the majority of sports halls reporting activity. ◀ Walking football currently takes place outdoors. ◀ FA is interested to work with football clubs playing indoors to move them out to 3G, especially with new 3G pitches planned. ◀ FA would like to support the development of BME bespoke sessions in the area. ◀ The Wildcats (girls football development) is very popular with an opportunity to also develop this indoors. 	<ul style="list-style-type: none"> ◀ Develop futsal, in the area. considering the National and County FA drive. ◀ It is likely that demand for futsal will increase, consideration should be given to the installation of futsal markings in any new sports halls large enough to accommodate it. ◀ There is an opportunity to develop indoor walking football (daytime) in the area. ◀ Develop indoor girls football development. 	Gloucestershire FA, Aspire Trust, GCC	Medium	Enhance
Gymnastics	<ul style="list-style-type: none"> ◀ A strong sport which is still growing. ◀ Two of the three main clubs are unhappy with current facility arrangements. ◀ Support clubs to move to dedicated gymnastics facilities. ◀ Reduce waiting lists across all gymnastics clubs. ◀ Encourage clubs to work together to increase the number of volunteers and coaches in gymnastics. 	<ul style="list-style-type: none"> ◀ Work with the local gymnastics and trampoline clubs to develop a permanently set out dedicated gymnastics and trampoline facility(s) for the area (which is better suited to gymnastics requirements and helps to drive increases in participation). 	GCC, BG, gymnastics clubs	Medium	Enhance

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Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Handball	<ul style="list-style-type: none"> ◀ A popular sport with Oxstalls campus being a key venue for seniors training. ◀ Size and availability of courts are the key challenges for the club. ◀ The Club would like to host regional events, which it believes will lead to further demand. 	<ul style="list-style-type: none"> ◀ Work with the Club to identify additional time slots in appropriately sized facilities for handball. ◀ Consider hosting a regional event (ensuring that the club is geared and able to accommodate additional demand). 	Gloucester Handball club, UoG	Medium	Enhance
Indoor bowls	<ul style="list-style-type: none"> ◀ Indoor bowls is currently catered for in GL1 and there is no requirement/ demand for additional facilities. ◀ There is scope to increase use, especially in summer months. ◀ The needs assessment did not identify sufficient demand to build an indoor bowls facility. 	<ul style="list-style-type: none"> ◀ Maintain the quality of indoor bowling facilities at GL1. ◀ Develop marketing strategy to encourage new members whilst retaining existing members taking account of an ageing population. 	EIBA, GCC	Long	Provide
Indoor tennis	<ul style="list-style-type: none"> ◀ Indoor tennis is well catered for with six courts as Oxstalls Sports Park and seven courts located at a David Lloyd Centre in Tewkesbury. 	<ul style="list-style-type: none"> ◀ Maintain the quality of facilities. ◀ Continue to work with the LTA to help drive up participation at Oxstalls Sports Park, leading to a more financially sustainable facility. 	Aspire Trust, GCC, LTA	Short to medium	Protect
Netball	<ul style="list-style-type: none"> ◀ Netball participation is increasing in both adults and juniors which is leading to increased demand for facility time. ◀ There is a lack of training facilities across Gloucester. This should be accommodated outdoors at the new 4 courts facility currently under construction at The Crypt School. 	<ul style="list-style-type: none"> ◀ Undertake regular consultation with netball clubs; work with respective sites to ensure courts remain accessible to accommodate training needs. ◀ Maintain/increase number of Back to Netball sessions, whilst ensuring that pathways exist between these session and local clubs. 	GCC, England Netball	Medium to long	Enhance

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Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Swimming/ aquatic sports	<ul style="list-style-type: none"> ◀ Gloucester Swimming Club provides for a whole range of abilities, including having a regional disability focus. ◀ Continue to ensure that different clubs, aquatic activities and community users are satisfied via effective programming and pricing at pools currently. ◀ Ensure that swimming lessons are made available to residents in harder to reach areas of higher deprivation. 	<ul style="list-style-type: none"> ◀ Continue to review pool programmes at local authority sites in the context of increasing swimming participation and improved financial capability in the short term. ◀ Undertake annual programming review (taking account of non LA pools contributing to the wider swimming offer). 	GCC, Swim England	Medium	Enhance and Re-provide

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 Gloucester for the period up until 2031.

It is important that the Strategy is a live document and is used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component which contribute to the quality of life of Gloucester City residents.

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

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

In particular the annual review process should include:

- ◀ A review of annual progress on the recommendations made and the 3-5 year action plan; taking account of any changes required to the priority of each action (e.g. the priority of some may increase following implementation of others).
- ◀ Lessons learnt throughout the period.
- ◀ New facilities that may need to be taken into account.
- ◀ Any specific changes in the use of key City sites (e.g. sport specific specialisms of sites, changes in availability, etc.).
- ◀ Any specific changes in demand at particular facilities and/or clubs in the area (e.g. reduction or increase in club numbers, new housing growth,
- ◀ New formats of traditional sports that may need to be considered.
- ◀ Any new or emerging issues and opportunities.

The outcome of the review will be to develop a new annual and medium-term action plan for indoor and built sports facilities across the City.

APPENDIX 1: PLANNING GAIN CONTRIBUTION TOOLKIT

Introduction

The purpose of this toolkit is to ensure that planning gain contribution sought from an individual development is based on a tailored approach, using the robust evidence bases provided as part of the Gloucester City Indoor and Built Facilities Strategy and Action Plan. This will help to clearly justify the needs arising from the development and how they are to be met.

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

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

There is also a checklist summary for the process which should be completed as evidence of working through each step. In terms of social sustainability, a series of questions to explore are provided with possible options to consider.

For all developments (regardless of size) developer contributions should be sought towards social, sport and open space facilities. Where a development may be considered too small to provide a contribution, consideration should be given to where a number of small developments may have a cumulative impact on the community infrastructure and refer to local planning policy.

In instances where a development may fall within two or more local authorities it is recommended that the demand from the more urban area or locally reflective area are applied in calculating the requirements. This is in order to reflect the on the ground use of provision in the context of its setting. If provision is to be provided on the outskirts of an urban settlement and therefore is to act as an extension of that settlement, it is justifiable to utilise the demand/standards most appropriate.

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

- ◀ Gloucester City Indoor and Built Sports Facilities Needs Assessment Report: August 2019.
- ◀ Gloucester City Indoor and Built Facilities Strategy: August 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>

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

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

Number of dwellings x household occupancy rate¹ = associated population

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

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

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

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

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

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

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

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

¹ National occupancy rate of 2.3 persons per household is used

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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 Local Authority. This should take into account the requirement for other dedicated sports facilities if the Strategy identifies this.

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

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

Step 3	Demonstrate an understanding of what else the development generates demand for	Navigation
	<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, etc.).

In relation to other service (e.g. library, health centre, etc) there is a need to consider how these could be co-located with alongside sports and community facilities, thus creating a community hub. This is a key driver for sports facilities in attracting users that might not otherwise use these types of facilities.

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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:

<https://www.sportengland.org/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 Sports Facilities Assessment Report

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

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

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

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

It is important to ensure that the design of new or extended facilities is in line with the needs of local clubs and organisations as well as relevant design guidance. It will be important that any design reflects best practice design guidance taking into account all the key considerations which will be relevant to each facility. As an example, this will include aspects such as: health and safety, safeguarding, storage, sport specific design features, etc.).

Where an extension or refurbishment of an existing facility takes place, it will be important to ensure that the local community is involved in that design. It will also be important to ensure that continuity of provision is also considered as clubs and organisations will need alternative

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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.

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 life within that specific development.

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

Checklist summary

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

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

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

Facility capital costs

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

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

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

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

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

NB – The costs for:

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

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

The costs for other facilities include:

- ✦ External works (car parks, roads, paths, services connections etc) are included at an average cost of
- ✦ 15% in addition to the costs of the works
- ✦ 2 months maintenance/grow in costs for Grass Pitches
- ✦ Allowance for Fees inclusive of PM, SI, Planning and associated fees.

The costs exclude the following:

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

Lifecycle costs

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

It includes costs for major replacement and planned preventative maintenance (PPM) day-to-day repairs. The costs are expressed as a percentage of the capital cost. It should not be

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underestimated the importance of regular maintenance and the expense in maintaining a facility throughout its life.

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

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

Sinking Fund

Major Replacement Costs. Typical items for consideration include:

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

Maintenance

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

Day to day repairs include:

External walls

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

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

Other items

Repairs to ducts, internal doors and frames and the like
Fittings and fixtures

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

Internal finishes

Repairs to internal floor, wall and ceiling finishes.

Plumbing and internal drainage

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

Heating and ventilation

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

Power and lighting

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

Other M&E services

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

External Works

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

Exclusions:

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

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

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

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