



CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

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QUALITY, INTEGRITY, PROFESSIONALISM

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CONTENTS:

PART 1: INTRODUCTION.....	1
1.1 Purpose.....	1
1.2 National strategic context	1
1.3 Local strategic context:.....	3
PART 2: LOCAL AREA CONTEXT	5
2.1 About Cannock Chase	5
2.2 Housing allocations in Cannock Chase	6
2.3 Planning policy	8
PART 3: VISION AND OBJECTIVES.....	9
3.1 Vision	9
3.2 Facility hierarchy and core principles.....	9
3.3 Strategic objectives	11
PART 4: RESEARCH FINDINGS	13
4.1 Strengths.....	13
4.2: Weaknesses.....	13
4.3 Opportunities.....	13
4.4: Threats.....	14
Planning	15
PART 5: DELIVERY OF THE STRATEGY.....	16
5.1 Funding.....	16
5.2 Developer contributions.....	16
5.3 Monitoring and review	17
PART 6: STRATEGIC ACTION PLAN:	18

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

PART 1: INTRODUCTION

This is the Cannock Chase Draft Indoor and Built Sports Facilities Strategy for the period 2018-2036. Recommendations are drawn from the Indoor Built Facilities Assessment Report, researched and prepared initially between December 2017 and April 2018 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with Cannock Chase District Council (CCDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Figure 1: Planning for Sport model



As illustrated, Sport England regards an assessment of need as core to the planning for sporting provision. This report reviews indoor and built sporting facility need in Cannock Chase and provides a basis for future strategic planning.

1.1 Purpose

Cannock Chase both aspires and needs to consider its facilities planning, particularly in the context of an ageing stock of leisure facilities; future growth needs; the changing economic and demographic profile of the area and the potential change of circumstance of Rugeley Power Station and its surrounds.

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 sport and leisure facilities that Cannock Chase requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

The Strategy focuses on ensuring that the network of leisure facilities in the District will be of sufficient quantity, quality, accessibility and suitability to support the delivery of other sports development programmes once they are in place.

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.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

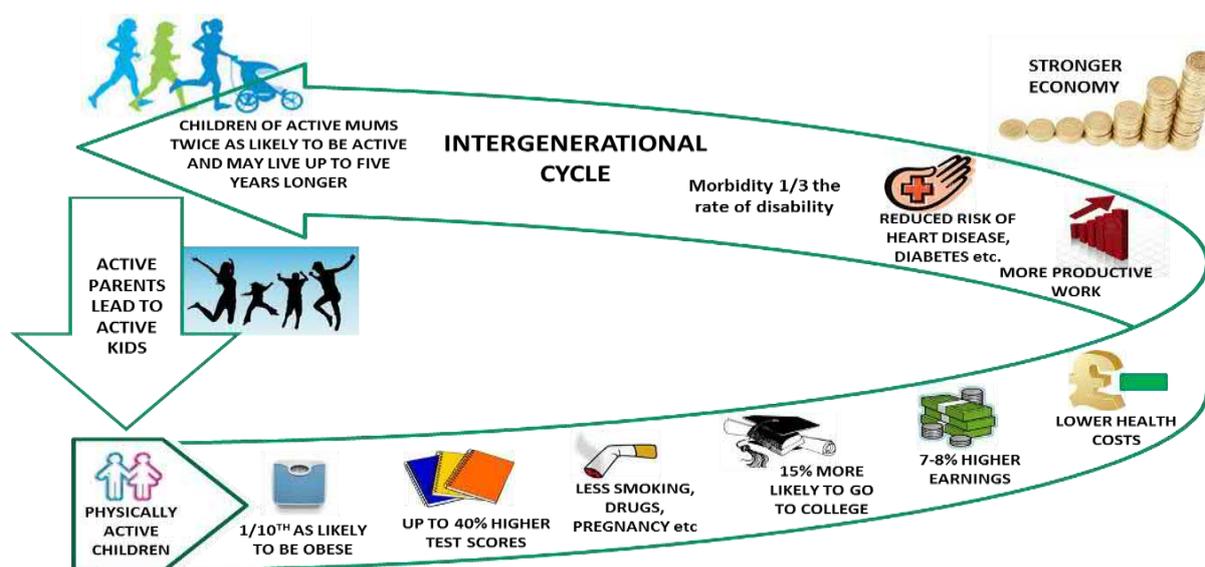
Sport England: Towards an Active Nation (2016)

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 that this delivers are the key drivers for Sport England and partners. It has placed particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.

Figure 2: Intergenerational cycle



Based on 'Designed to move' © Nike Inc.

High quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing (plus economic gains) to Cannock Chase residents.

It is not, however, sufficient just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities, but will place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

1.3 Local strategic context:

Cannock Chase Corporate Plan: 2018-2023

The priorities for the new Corporate Plan are 'Promoting Prosperity' and 'Community Wellbeing'. These interlink and reinforce each other with a view to improving opportunities, wellbeing and quality of life of communities in Cannock Chase. Promoting prosperity has seven key objectives which include:

- ◀ Creating a positive environment in which businesses in the District can thrive.
- ◀ Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the District.
- ◀ Improving housing choice.
- ◀ Increasing the skills levels of residents and the amount of higher skilled jobs in the District
- ◀ Creating strong and diverse towns centres to attract additional customers and visitors
- ◀ Increasing access to employment opportunities
- ◀ Commencing regeneration of the Rugeley Power Station site

The strategic priorities for improving health and wellbeing are:

- ◀ Opportunities for healthy and active lifestyle
- ◀ Supporting vulnerable people
- ◀ Sustaining safe and secure communities
- ◀ Promoting active and healthy lifestyles

This Corporate Plan identifies key priorities for the District over the next five year period (2018 - 2023). The new Corporate Plan is backed up by two new investment funds - the District Investment Fund for improving skills, infrastructure and business growth; plus the Housing Investment Fund to support a major expansion of high quality social housing in the District.

The Council, working with relevant public, private and voluntary sectors partners, will develop more detailed strategies and plans which will bring to life the priority commitments in this new Corporate Plan.

Health and wellbeing in Cannock Chase

Chase Better Health is a partnership approach between CCDC, Staffordshire County Council and Cannock Chase Clinical Commissioning Group which seeks to shape and build Cannock Chase's healthy future, by supporting the improvement of health and wellbeing outcomes for residents of the District. In particular, Chase Better Health seeks to strive for communities within Cannock Chase that are prosperous, healthy, independent, safe, thriving and cohesive.

The Mission for Chase Better Health is to embrace the big opportunity to shape and build Cannock Chase's healthy future by working together to support residents and communities to take control of their health and wellbeing. The vision for the wider partnership is that Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity. The goals are to:

- ◀ Reduce health inequalities through targeted intervention.
- ◀ Enable people to live independent lives.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

- ◀ Empower people to make health life choices.
- ◀ Improve quality of life for vulnerable people.
- ◀ Improve communication and access to information, help and support.

PART 2: LOCAL AREA CONTEXT

2.1 About Cannock Chase

Cannock Chase is a local government district covering over seven thousand hectares on the northern border of the West Midlands conurbation. It is one of the eight districts of the County of Staffordshire and is bordered by Lichfield, South Staffordshire, East Staffordshire and the County Town of Stafford. The District itself incorporates the towns of Cannock, Rugeley and Hednesford and is divided into fifteen wards. A key feature is the strong transport infrastructure including the M6, M6 Toll and A5 trunk road. In addition to a network of bus routes, railway stations at Rugeley, Hednesford and Cannock provide connections to Stafford in the North and Birmingham and Walsall to the South.

The total population of CCDC is 98,534 (mid-year estimate 2016) with a slightly higher number of females (49,719) than males (48,815). The population is at its most dense around Cannock in the west and Rugeley in the north of the District. Cannock Chase has similar levels of deprivation to the rest of Staffordshire; 30% of the District population lives in areas covered by the country's three most deprived cohorts (national average;30%). In contrast to this, 20.7% live in the three least deprived groupings in the country; compared to a 'norm' of c.30%.

Life expectancy in Cannock Chase is commensurate with the national figure; the male rate is currently 79.3 years compared to 79.6 years for England, and the female equivalent is 83.1 years compared to 83.2 years nationally.¹

Cannock Chase's ethnic composition differs from that of England as a whole with nearly 98% of the local population White. This is significantly higher than the comparative England rate (85.4%). The next largest group is Asian, at 1.0%; markedly lower than the national equivalent (7.8%).

The most recent ONS projections indicate a rise of 5.6% in Cannock Chase's population (5,543) over the 22 years from 2014 to 2036. This encompasses a decline in the number of 16-24 year olds over the first half of this period (-13.5% by 2025). There will also be a small decline in the number of 0-15 year olds by -1.4%. By contrast, there will be an increase in the number of persons aged 65+ by 26.4% in the first period and growing by 61.2% between 2014 and 2036. This age group was 17.8% of CCDC's population in 2014 but will be 27.2% by 2036.

All these factors have the potential to place pressure on differing types of sporting, educational and cultural provision (facility and services). There may be a specific need to consider how sport and physical activity are planned and provided for especially with regard to the different groups of people including older people and those who are moving into this category within the lifetime of the Strategy.

Sport England's Active People Survey 10 found that participation and sports club membership in Cannock Chase was slightly below regional and national averages, whereas those receiving sports tuition in the last year was slightly higher. Active Lives data shows that a proportion of the adult population in Cannock Chase which is inactive is above regional and national levels, whilst those considered to be active is below the same cohorts.

¹ Office of National Statistics: *Life Expectancy at Birth by local areas in the United Kingdom, 2013.*

2.2 Housing allocations in Cannock Chase

The Government is changing the way in which housing need is calculated, using a new national standardised methodology. CCDC will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives CCDC a figure (which could still change) of 295 dwellings per year (for the period 2016-2026) compared to the current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, the performance of CCDC is also likely to be measured using a new Housing Delivery Test for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan so the Council will need to be mindful of this as it prepares the new plan.

CCDC is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area (GBHMA). Across this wider area, there is a significant housing shortfall of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report has recently been published which considers the following across the entire Housing Market Assessment area:

- ◀ • Current capacity
- ◀ • Potential for increasing densities
- ◀ • Further supply on non-Green Belt sites
- ◀ • Potential Green Belt opportunities utilising a strategic Green belt review

CCDC is not able to say how much growth it might be able to accommodate at present as it will need further evidence to see what capacity it might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). As set out under Policy CP1, it may need to consider site options that lie within the Green Belt but this would also require a range of evidence base work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).

In addition, CCDC's Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed-use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 2,000 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

2.3 Planning policy

Revised National Planning Policy Framework 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making, the NPPF states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

It is, essential that CCDC, 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: VISION AND OBJECTIVES

3.1 Vision

“To provide accessible high-quality leisure and sports facilities in Cannock Chase that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

This builds upon the conclusions identified in the Assessment Report (April 2018) and Sport England’s five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Cannock Chase can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes for all of the population that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2036.

3.2 Facility hierarchy and core principles

CCDC and partners will consider how to ensure that the district network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and wellbeing.

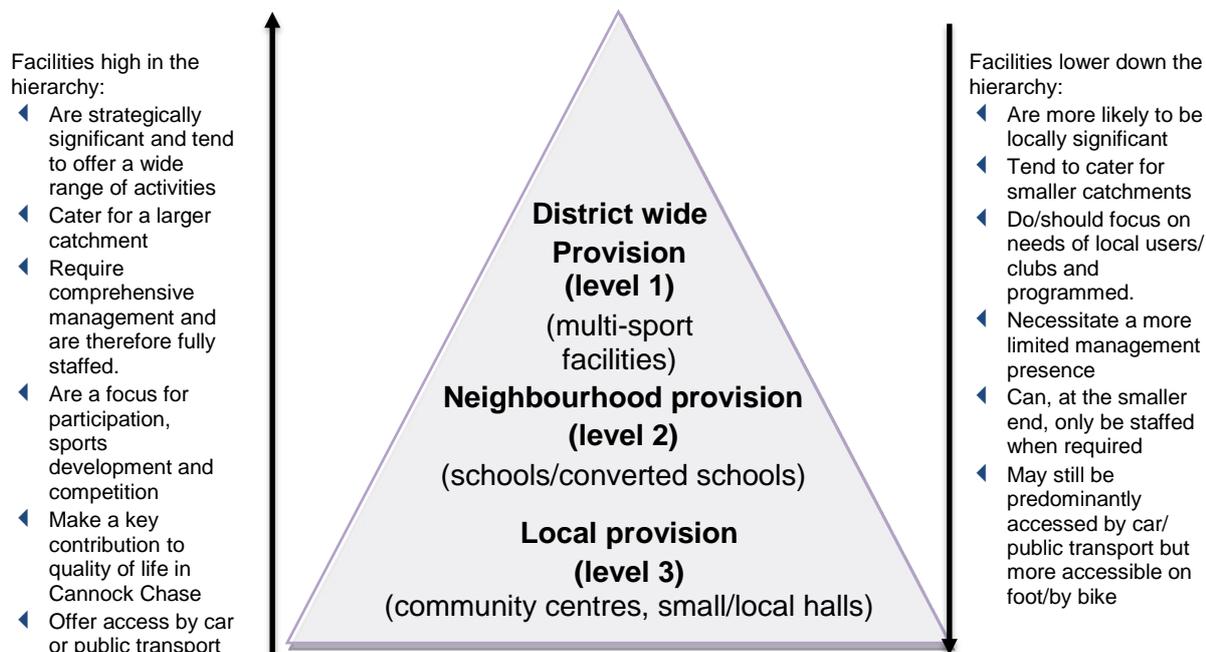
As such there is a need to clarify the sports facility hierarchy in Cannock Chase establishing which specific venues have distinct roles and functions; the extent to which they carry differing levels of community importance, operational weight and related staffing.

It is important that facilities have a defined function from a user perspective. District wide and key community facilities deliver orchestrated physical activity geared to extended participation and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports.

Broad principles are illustrated in Figure 3 overleaf, whilst key principles are as shown in the Table 1.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Figure 3: 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: district or county or sub-county significance	<ul style="list-style-type: none"> A district or sub-county area significant facility and the primary performance venue for a single or select number of priority sports. Venue with the potential to host county, district and local events and draw in people from surrounding rural areas. Venue that provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of district residents. A venue that provides and programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. A core venue for training and development of teachers, coaches, volunteers, officials and others in key sports.
Dedicated provision: Education or multi sports hubs	<ul style="list-style-type: none"> Contributes to quality of life of residents within the community and provides a range of opportunities to participate in sport and physical activity. Generally a combination of stand-alone community facilities and dual use sports facilities on school sites. Venues with potential to host district or town-wide and local events. Provides a base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. Core venue for health and fitness activity in/across Cannock Chase. Core venue to accommodate Cannock Chases' Learn to Swim (where a pool is

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Designation	Role and function
	<p>available).</p> <ul style="list-style-type: none"> • Provides options for a range of sports organisations to develop skills, participate and compete within their chosen activity. • Supports the voluntary sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport. • Use reflects demographic profile of the local community and draws in people from the more immediately adjacent rural areas. • Improves quality of PE and school sport opportunity for young people attending the school upon whose site it is based.
Local provision: Community centres and village halls	<ul style="list-style-type: none"> • Where this is within the vicinity of a 'community sports facility' it should seek to complement the programming and opportunities offered to the locality. • Tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings. • Contributes to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity. • Provides opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). • Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.

3.3 Strategic objectives

The above vision is based upon a clear, achievable framework of strategic objectives to **protect, enhance and provide** and are summarised below.

Strategic Objective 1:

Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents, by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.

CCDC needs to protect the current stock of facilities. CCDC and partners will consider how to ensure that the District network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity thus contributing to wider community health and wellbeing.

Strategic Objective 2:

Enhance the district-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need

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

- ◀ Ensure that the current stock of facilities (which has a proven need), remains open and accessible to the general public.
- ◀ Work through the Council's leisure operator (Inspiring Healthy Lifestyles) and other partners to develop a process that brings together as many operators of local sports facilities as possible.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

- ◀ Develop an agreed approach and a Cannock Chase definition of community use which all partners sign up to and agree to implement. This will recognise the importance of well programmed community use attracting people from older age groups into facilities.

In delivering this CCDC and partners will need to consider the following:

- ◀ 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 developed and maintained with schools across the District.
- ◀ How housing developments, including the Rugeley development, can complement current and projected future demand for sport and physical activity.
- ◀ The development of strategic plans that take account of the increasing demand from the ageing population will affect facilities in the area and how those facilities in the more rural locations can be accessed.

Strategic Objective 3:

Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Cannock Chase.

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Cannock Chase and enable the Council to meet its wider objectives. It considers Cannock Chase and Rugeley leisure centres as key facilities in the District.

Chase Leisure Centre: has the largest sports hall in the authority (8 courts) and has a six lane 25m swimming pool with two learner/teaching pools. It also has a 116-station health and fitness gym and two studios. The facility currently has a bowls facility with two rinks, however it is not EIBA (English Indoor Bowls Association) compliant and is due to be re-developed in order to cater for increasing demand for studio and class-based activity. IHL's proposal is to invest more than £500,000 into a virtual fitness experience, gym refurbishment, and introduction of virtual fitness to the existing studio, conversion of the indoor bowling green to an indoor cycling studio, functional and multi-purpose studios. It is anticipated that the investment will deliver further savings to the Council of at least £50,000 per annum from April 2019.

Rugeley Leisure Centre: has a four-court sports hall which was re-floored in 2016, a six lane 25m swimming pool and a 80 station health and fitness suite which were built in 2008. Rugeley Leisure Centre indicates high demand for sessions such as yoga and other class-based exercises. Notwithstanding high satisfaction levels, consultation indicates additional need for more class space as this could lead to high waiting lists and potential to increase income if more space can be made available. The current situation can also lead to reduced customer satisfaction levels if they are not able to participate in activities when they want to. Development of additional multi-use spaces is likely to lead to increased participation which will help alleviate some of the waiting lists for class-based activity, in particular. Group exercise is on the increase with good instructors driving up increases in participation.

PART 4: RESEARCH FINDINGS

The following is an overview of the strengths, weaknesses, opportunities and threats identified in Cannock Chase within the Needs Assessment 2018.

4.1 Strengths

- ◀ CCDC recognises the importance of its leisure facility stock to health and wellbeing and future planning needs.
- ◀ There is a productive relationship between CCDC and IHL which is helping to increase physical activity levels amongst hard to reach groups, in particular.
- ◀ The main public leisure centres (in Cannock and Rugeley) offer good community accessible facilities. Both have received investment and are fit for purpose facilities.
- ◀ Chase Leisure Centre has an eight-court badminton hall which offers substantial flexibility to function as a central venue for a range of sports and to accommodate events.
- ◀ The strong GP referral system has seen significant growth over the past two years.
- ◀ All Cannock residents live within 20 minutes' drive time of a swimming pool, a sports hall and a health and fitness centre.
- ◀ Gymnastics and running are popular activities.
- ◀ Community centres/village halls and dance studios offer a range of activities ensuring complementary opportunities in smaller more accessible venues.
- ◀ There is a strong disability sports offer in the area, which is growing and appears to be funded by a range of partner organisations.

4.2: Weaknesses

- ◀ There is limited, if any coordination between programming of sports halls on education sites and the two leisure centres managed by IHL.
- ◀ There appears to be a weak sports club structure in the District which is compounded by the lack of coaches and coach development.
- ◀ Two swimming clubs operate from both Rugeley and Chase leisure centres, leading to duplication of effort of both coaches and volunteers.
- ◀ The fragmented nature of management arrangements at sports halls means that no single organisation takes a lead on activity programming or access and schools, which appear to work within their own 'silo' without overall leadership and direction.
- ◀ The Cannock Activity Referral Scheme (CARS) has scope to attract more people from areas of higher health deprivation, leading to increased levels of participation amongst residents from harder to reach areas.
- ◀ The reduced opportunity to play indoor bowls.
- ◀ The missed opportunity of the local girl's handball team to train and play in the area.

4.3 Opportunities

- ◀ House building in the area could lead to increased developer contributions towards sport and leisure provision, where there is clearly justified evidence of demand.
- ◀ The excitement generated by the decision to hold the Commonwealth Games in Birmingham in 2022 could lead to increased participation in sport in the area, if coordinated and harnessed.
- ◀ Chase Leisure Centre has an eight-court badminton hall of which more use could be made to support the development of local sports clubs.

CANNOCK CHASE DISTRICT COUNCIL

INDOOR BUILT FACILITIES STRATEGY

- ◀ There is an opportunity to extend the CARS scheme building on its current strength. It is imperative that results of this programme are properly recorded to ensure that the Council is fully appraised of its value.
- ◀ Schools report spare capacity at their sports halls so efforts should be made to strategically develop specific sports at different sites with a view to driving increases in participation generally.
- ◀ IHL is investing in Chase Leisure Centre facilities and expanding the dance/studio area, which should lead to increases in physical activity and participation levels.
- ◀ Development of additional multi-use space at Rugeley Leisure Centre could also lead to increased participation; this would help alleviate some of the waiting lists for class-based activity in particular.
- ◀ Continue to build on the good relationships and developing partnership-based approach between IHL and the wide array of wellbeing groups to ensure a continued strategic approach is undertaken with regard to driving increases in participation.
- ◀ There is a need to develop volunteer and coach workforce development plans in order to increase the numbers across a range of sports, to counteract the relatively weak club structure in the District).
- ◀ IHL needs to continue working with NGBs and voluntary clubs to help drive increases in participation across the District on behalf of CCDC.
- ◀ Strategically plan how more gymnastics provision could be accommodated to reduce the length of the waiting lists. Consideration could be given to looking to develop a dedicated gymnastics facility within the District.
- ◀ To encourage the handball team to be able to train and play in a larger hall within Cannock.
- ◀ An in-depth analysis of the swimming timetable is required to ensure that participation can continue to rise given the current pressures on water space.

4.4: Threats

- ◀ Although the two main facilities are in above average condition, capital investment is still required to ensure that they remain fully operational and fit for purpose.
- ◀ The projected increase in number and proportion of older people, will place an increasing strain on the two main sports halls during the day time, as school sites do not allow access at these times.
- ◀ The lack of a workforce development plan is likely to ensure that the current undersupply of sports coaches will remain, thereby limiting the sports development opportunity within the District.
- ◀ The community sport and physical activity offer across the District could fragment further due to the increasing independence of schools (via general changes to education) and further private investment in profit making activities (e.g. gyms).
- ◀ The continuing drive for efficiencies and cost saving could place further strain on the service.
- ◀ The lack of joined up programming and sports development service, across the District, may lead to duplication of activity and/or gaps in provision of a full sport and leisure offer.
- ◀ Limited developer contributions due to the relatively low level of housing development compared to many other authorities.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Summary

In summary CCDC needs to:

- ◀ Continue to recognise that facilities are an important contributor to the quality of life of residents.
- ◀ Ensure that CCDC owned facilities continue to contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities and by older people.
- ◀ Retain health and wellbeing as a strategic priority to ensure the active remain so and the inactive become active, especially those in more rural areas of the District.
- ◀ Develop a workforce plan which will address the current undersupply of sports coaches and volunteers in the District
- ◀ Work with volunteers and schools to help establish a stronger network of indoor sports clubs which will help to attract and retain all levels of ability and age groups in a variety of sports.
- ◀ Consider how best to work with different schools (especially the ones which have identified spare capacity) to strategically plan for sport across the District ensuring adequate development and competition across a range of sports.
- ◀ Subject to relevant planning considerations, support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ◀ Ensure that the planned increase in housing in the area has sufficient infrastructure in place to meet the increase in sports facility demand, especially with regard to the Rugeley development.
- ◀ Use the hyperbole and enthusiasm from the 2022 Birmingham Commonwealth Games to generate interest and promote increases in physical activity in the area.

Planning

The results of the needs assessment and recommendations of the Strategy should be considered in any future policy making reviews and infrastructure delivery plans. It is important that Cannock Chase, as the local planning authority, uses the findings of the needs assessment and strategy to inform development of any new appropriate 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.

PART 5: DELIVERY OF THE STRATEGY

The Strategy should be regarded as the start of the strategic planning process with a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic approach is adopted throughout the life of the strategy.

The delivery of the strategy relies on close partnership working to collectively protect, enhance and provide quality indoor sports facilities in the District.

5.1 Funding

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; rather a mix of sources and solutions will be required to deliver the Strategy vision and ambitions. These solutions will include:

- ◀ Further development and implementation of the CCDC developer contributions process.
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

5.2 Developer contributions

The latest legislation covering Section 106 development contributions states that local authorities will only be able to pool a maximum of five secured Section 106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new Community Infrastructure Levy (CIL) in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

5.3 Monitoring and review

The Indoor Built Facilities Strategy identifies the investment and actions required to deliver and maintain high quality-built facilities infrastructure for Cannock Chase for the period up until 2036.

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment and develop key work programmes and partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106 where need can be clearly evidenced...

It will be important for CCDC and its partners to develop a 3 – 5 year action plan which will be monitored and reviewed annually to review progress against the original action plan, as well as make adjustments to the supply and demand equation for facilities in the area. This is, in part, proposed on the basis that the Strategy is about how facilities are used as well as to ensuring that the infrastructure is of a good quality.

In particular, the annual review process should include:

- ◀ A review of annual progress on the recommendations and the 3 – 5 year action plan; taking into account any changes to the priority of each action (e.g. the priority of some may increase following the delivery of others).
- ◀ Lessons learnt throughout the year.
- ◀ New facilities that may need to be taken into account.
- ◀ Any specific changes of use of key sites in the District (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 taken into account.
- ◀ Any new or emerging issues and opportunities.

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

PART 6: STRATEGIC ACTION PLAN:

6.1 Management and programming

The following actions are relative to the overall management and programming of key facilities in Cannock Chase. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access). Short term- 1-2 years; medium 3-5 years; Long term 5-10 years.

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
District wide programming Enhance	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community. Establish a workforce development plan which aims to build capacity in sports clubs across the District.	<ul style="list-style-type: none"> ◀ Consider current programming across the District. ◀ Define the role of each facility within the wider community use offer across District. ◀ Develop a site by site action plan for improving programming across the District. ◀ Establish a working group which looks to develop coaches and volunteers in the District in a range of sports. ◀ Consider how to deploy the volunteers/coaches to best effect linking to increased sporting opportunities at school sites (which are currently underutilised) leading to a stronger and more sustainable club structure in the District. 	Short	Schools, leisure Centres & Village halls / Community Centres, IHL CCDC, IHL, SASSOT, NGBs and local schools	High
Increase community use of education facilities Enhance	Market and promote the availability of the current stock of sports halls to more sections of the community.	<ul style="list-style-type: none"> ◀ Taking account of the currently low levels of community use of sports halls, consider the barriers schools are facing in attracting clubs to their facilities. ◀ On a site by site basis consider a strategic plan for developing a priority sport at each site. 	Short	Schools, IHL, SASSOT, CCDC, NGBs	High

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Swimming pools Provide	Ensuring sufficient water space is available to current and future residents. Strategically programme water time for all residents.	<ul style="list-style-type: none"> ◀ Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times. ◀ Work with the swimming clubs on pools programming to maximise their (efficient) access to pool time by, considering the amalgamation of the two clubs. 	Short	CCDC, Public Health, IHL, Swim England, swimming clubs.	High
Health and Fitness Provide	Continue to monitor quantity and quality of health and fitness offer across the District. Ensure that the provision of health and fitness facilities are appropriate to an ageing population in the District.	<ul style="list-style-type: none"> ◀ Continue to invest in Council owned leisure centres to ensure quality of facilities remains high to all residents who use them. 	Medium	IHL, CCDC	High
Squash Courts Provide	The need to retain the current facilities to ensure the sport can continue in the area.	<ul style="list-style-type: none"> ◀ Monitor and continue to invest in the quality of squash courts ensuring they remain high quality, fit for purpose and continue to serve the demand for the sport. 	Short	CCDC, England Squash & Racketball, IHL	High
Dedicated specialist sports facilities Provide	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> ◀ Work with the gymnastics and trampolining clubs to create a strategic plan geared to enabling them to move to a dedicated facility which will be either self-managed (or owned). Consider co-locating where the opportunity arises. 	Medium	CCDC, SE, IHLNGBs, Gymnastics Clubs	Medium

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Incorporating village halls and community centres into the broader activity portfolio Provide	Develop an improved understanding of the importance of Level 3 facilities with regard to the physical activity offer.	<ul style="list-style-type: none"> ◀ Review Level 3 facilities to see which are realistically able to increase physical activity in the context of scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. 	Medium	Parish Councils, community groups, private facilities	Medium
Planning Protect, Enhance, and Provide	To recognise the importance of this study and ensure 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 CCDC strategies where appropriate. ◀ Develop priorities to assist CCDC to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements. 	Medium	Planning & Leisure Team	High
Monitor and review	Keeping 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 implementation. 	Medium	CCDC	High

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

6.2 Indoor built facilities

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

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Cannock Chase High School Level 2 Protect	Academy- In house	The School has a 4-court sports hall which was built in 2001. Both the hall and the changing facilities are below average.	<ul style="list-style-type: none"> ◀ When finance becomes available invest in and improve the quality of the sports hall and changing facilities. ◀ Work with partners to increase community use where possible. 	CCHS, CCDC	Medium	Medium
Cardinal Griffin Catholic College Level 2 Protect	Local Authority- In house	The School has a 4-court Sports hall built in 1972 and has been refurbished. The sports hall is above average quality however, the changing rooms are below average. Cannock Olympia handball team trains at the School despite the court being insufficient in size.	<ul style="list-style-type: none"> ◀ The School should prioritise maintaining the quality of the current facilities. ◀ Work with partners to increase community use where possible. 	CGCC	Medium Short	Medium High
Chase Grammar School Level 2 Protect	Independent School- In house	The School has a 4-court Sports hall which was built in 1996 and refurbished in 2003. The hall is above average with the changing facilities rated below average.	<ul style="list-style-type: none"> ◀ Maintain the quality of the current facilities sports hall and consider investing in upgrade of the changing facilities. 	CGS	Long	Medium

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
<p>Chase Leisure Centre</p> <p>Level 1 Protect and Enhance</p>	CCDC- Inspiring healthy lifestyle	<p>This large facility has an 8-court sports hall, built in 1991 and refurbished in 2012. Both the hall itself and the changing facilities are below average. It is a popular facility with little capacity to increase community use.</p> <p>Handball has expressed a keen interest in using the hall due to its size.</p> <p>There is also a 116-station health and fitness gym and the operator, IHL, offers a popular GP referral scheme.</p> <p>The three swimming pools; a main pool and two learner pools built in 1973 were refurbished in 2013.</p> <p>There 2-rink indoor bowls green is not of regulation size and plans are in place for alternative use of this part of the facility. IHL is proposing significant investment (subject to further consultation) which includes the removal of the indoor bowls facility to make way for improved studio and class-based facilities.</p>	<ul style="list-style-type: none"> ◀ Maintain the current quality of the gym, pools and changing facilities linking to the pool and squash courts. ◀ IHL should continue to maximise community use of its facilities, especially the popular disabled and NHS referral schemes. ◀ IHL should look to increase participation via the proposed investment in studios and the conversion of the indoor bowls venue. ◀ Work with the Handball Club to improve access to the sports hall. ◀ Work with the swimming clubs to improve pool utilisation e.g. sharing of pool lanes and early morning swimming). This will allow improved access for community use. 	IHL, NHS, CCDC, SASSOT	Medium	High
<p>Kingsmead School</p> <p>Level 2 Protect and Enhance</p>	Academy- In house	<p>5-court Sports hall which was built in 1970 and refurbished in 1996. Both the sports hall and the changing facilities are below average.</p> <p>Whilst the hall was painted approximately 3 years ago, the flooring is in poor condition.</p>	<ul style="list-style-type: none"> ◀ When finance becomes available the School should look to invest and improve the quality of the sports hall. ◀ Continue to offer the community use of the sports hall. 	Kingsmead School, CCDC	Medium	Medium

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Rugeley Leisure Centre Level 1 Protect and Enhance	CCDC- Inspiring healthy lifestyle	RLC has a 4-court sports hall, built in 2004 and had a new floor installed in 2016. It also has a 6-lane x 25m swimming pool, (built 2008) which along with its changing facilities are above average in quality. Two squash courts and an 80-station gym are also rated as above average in quality.	<ul style="list-style-type: none"> ◀ Maintain the current quality of facilities. ◀ Continue to provide community use ensuring that those in harder to reach and more deprived areas are able to access the centre. ◀ Consider extending the space available for class-based activities ◀ Continue to deliver programmes that drive up participation of the squash courts. ◀ Alternatively, consider alternative use of the squash courts should there be insufficient demand to make the provision viable for squash activity. 	IHL, NHS, CCDC, SASSOT	Medium	High
Staffordshire University Academy	Academy- In house	The Academy has a 4-court sports hall, built in 2013 and is good quality. The changing rooms are below average in	<ul style="list-style-type: none"> ◀ The Academy should take measures to maintain the current quality of the facilities. 	SUA, CCDC	Medium	Medium

CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Level 2 Protect and Enhance		quality.	<ul style="list-style-type: none"> ◀ If finance becomes available, the Academy should look to improve the quality of its changing rooms. ◀ Work with partners to increase community use of the sports hall. 			
Norton Canes High School Level 2 Protect and Enhance	School in house	The School has a 4-court sports hall which was built in 1971 and refurbished in 2006. The hall is above average with the changing facilities being below average. The sports hall has had investment in new lighting and flooring.	<ul style="list-style-type: none"> ◀ Maintain the current quality of the sports hall. ◀ Continuing the current community use of the sports hall is key and trying to increase hall bookings, where possible. 	NCHS, CCDC	Medium	Medium