



**CHELTENHAM LEISURE FACILITIES
STRATEGY**

A

REPORT

BY



JUNE 2013

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List of Abbreviations

Abbreviation	Description
JCS	Joint Core Strategy
NPPF	National Planning Policy Framework
SFC	Sports Facility Calculator
3G/4G	Third/Fourth Generation artificial pitches
POW	Prince of Wales Stadium
CRFC	Cheltenham Rugby Football Club
CCHAC	Cheltenham and County Harriers Athletics Club
NGB	National Governing Body of Sport
STP	Synthetic Turf Pitch
WSP	Whole Sports Plan (of Governing Body)
BMX	Bicycle Moto Cross

SECTION 1 – INTRODUCTION AND BACKGROUND

Introduction

- 1.1 Cheltenham Borough Council (The Council) is currently in the process of developing a Joint Core Strategy (JCS) with Tewkesbury Borough Council (TBC) and Gloucester City Council (GCC), including the production of the Infrastructure Delivery Plan (IDP) for the districts in Gloucestershire, which is due to be submitted to the secretary of state in autumn 2014.
- 1.2 The Council is also preparing a Cheltenham Plan, a more detailed, Cheltenham specific plan, which is due to be submitted to the secretary of state in spring 2015.
- 1.3 The Council has also recently concluded the ‘planning’ stage of a commissioning review of Leisure and Culture which has defined target outcomes for leisure, based on an understanding of community needs.
- 1.4 The Council has following a commissioning review established a preference for the creation of a new charitable trust and is undertaking a procurement exercise.
- 1.5 Within the context of this work, the Council has identified the need for a Leisure Facilities Strategy, which seeks to identify how the Council should prioritise and focus its resources for the future provision of leisure in Cheltenham.
- 1.6 In particular the strategy should sit within the Council’s corporate plan which includes the delivery of the following outcomes
 - Enhancing and Protecting our environment
 - Strengthening our economy
 - Strengthening our communities
 - Enhancing the provision of arts and culture
 - Ensuring we provide value for money services that effectively meet the needs of our customers
- 1.7 We explore these outcomes later in the report.

Background

- 1.8 The JCS has been developed through the partnership between the three authorities to produce a co-ordinated strategic development plan to show how the area will develop during the period up to 2031. Amongst other elements, it seeks to identify the housing requirement for the area and strategic allocations for growth.
- 1.9 Research is underway to define the objectively assessed need of the JCS area, and a range of 33,200 to 37,400 new homes has been identified. For Cheltenham this could result in a range of 10,000 to 15,100 new homes with a potential population growth of between 22,000 and 33,220, based on 2.2 people per dwelling.
- 1.10 The proposed housing developments and the changes in the current leisure provision have the potential to impact on the future delivery of sport and leisure in Cheltenham.

SECTION 1 – INTRODUCTION AND BACKGROUND

1.11 This strategy seeks to establish the future vision and objectives, together with strategic plans for the future delivery of leisure facilities in Cheltenham.

1.12 Currently Leisure Facilities provided by the Council are focused around Pittville Park and Leisure@ in Cheltenham, with a number of leisure facilities creating a hub for sports, leisure and physical activity (both indoor and outdoors).

1.13 Further feasibility studies have also been undertaken for both Leisure@ and the Prince of Wales Stadium, which form part of the overall strategic approach for the Council and identify some targeted investment needs.

Our Approach

1.14 Our approach has been to undertake a review of the market analysis and existing provision, together with future trends which leads to a number of strategic objectives.

1.15 We summarise the outputs from our work over the remainder of the report in the following sections

- Section 2 – Market Analysis, setting out the analysis of the present and future demographics of Cheltenham, including trends in participation
- Section 3 – Existing Facility Provision, setting out a review of existing provision and the gap analysis of any provision
- Section 4 – Strategic Vision and Objectives, establishing the development of a vision for the delivery of sport and leisure facilities
- Section 5 – Strategic Plans, setting out the plans for future development of facilities, including how the strategic plans can be monitored and reviewed

1.16 We support our report with a number of key appendices.

SECTION 2 – MARKET ANALYSIS

Introduction

2.1 Within this section we seek to identify the context and market within which leisure facilities in Cheltenham sit. This includes the following key areas, which have been reviewed

- Strategic Context – an overview of the strategic framework
- Demographic Analysis of Cheltenham and trends in participation
- Forecast Population estimates and future housing growth sites

2.2 We summarise the key findings from each of these areas over the following paragraphs with further detail in Appendices A and B.

Strategic Context

2.3 Leisure provision in Cheltenham operates within a strategic framework which includes a number of strategies and plans at a national, regional and local level, which influence policy and the approach to provision, such as

- Sport England Youth and Community Strategy 2012 – 2017
- Sport England Strategy 2008 – 2013
- Start Active – Stay Active 2011
- Changing Behaviours, Changing Outcomes (Dept of Health)
- National Planning Policy Framework (NPPF) - 2012
- Whole Sport Plans of National Governing Body's (NGB) – for example Swimming, Cycling, Football, Athletics, Badminton, Tennis, Cricket, Rugby Union as some of the most popular sports and others including Rugby League, Netball, Hockey, Basketball
- Emerging Joint Core Strategy between Cheltenham Borough Council, Tewkesbury Borough Council and Gloucester City Council
- Council's Corporate Strategy (2010 – 2015) – Action Plan for 2013 – 14
- Leisure and Culture Commissioning Review

2.4 All of these strategies and frameworks impact on physical activity, sport and improving health and provide the context for Leisure in Cheltenham. We present an overview of the various strategies and plans which impact on future provision in Appendix A and summarise over subsequent paragraphs the key themes.

2.5 There are a number of common themes and outcomes which the majority of the national plans focus upon including.

- Improving health and well being outcomes – through physical activity and sport
- Increased participation in sport and physical activity, particularly building on the legacy of 2012 Olympic and Paralympic Games
- Safe communities – promoting and developing environments where people feel safe and secure

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- Learning and development – providing opportunities for people to acquire new skills and develop themselves through differing environments
- 2.6 Within the Whole Sport Plans (WSP) of the NGB's there are a number of key targets and outcomes which may be of relevance to future provision of leisure. We have reviewed a number of plans, recognising the popularity of sports from both a participation point of view (Swimming, Cycling, Football, etc) and also other sports which contribute to the key outcomes identified earlier.
- 2.7 There are a number of key features which are common to a number of sports, which set the context for sport and leisure provision in Cheltenham, all of which is seeking to build on the legacy of 2012, such as
- A number of back to sport programmes, which NGBs have developed to encourage people back into participating, such as Back to Netball – encouraging women to return to sport
 - The development of flexible, small sided games such as Touch Rugby, last Man Stands (cricket) and 5 a side leagues for football, giving opportunities for sports to be played in spaces which weren't previously available.
 - Opportunities to develop schools, colleges and university links to promote and develop the partnerships, for example the rugby football league (RFL) will support higher and further education institutes
 - Facility improvements are also a feature of some of the WSPs such as for cycling and football, which may offer access for funding for some facilities.
 - Investment in clubs (such as Athletics) is also a feature with investment in specialist equipment
 - A focus on target groups, such as women and people with disabilities is a key feature of many WSPs, for example swimming has identified the need for improved opportunities for disabled swimmers
- 2.8 The development of the WSPs does provide a number of initiatives which the Council can take forward and deliver improved participation, but also may offer opportunities to bring in external funding or resources to help deliver its objectives.
- 2.9 The Council itself has a number of strategies and frameworks within which leisure provision operates and in particular this includes the joint core strategy, corporate strategy and leisure and culture commissioning review. Some of the key outcomes and priorities, which are relevant to leisure, from the latter two in particular include
- Strengthening Communities – in particular that people are able to lead healthy lifestyles
 - Seeking to attract visitors and investors to the borough

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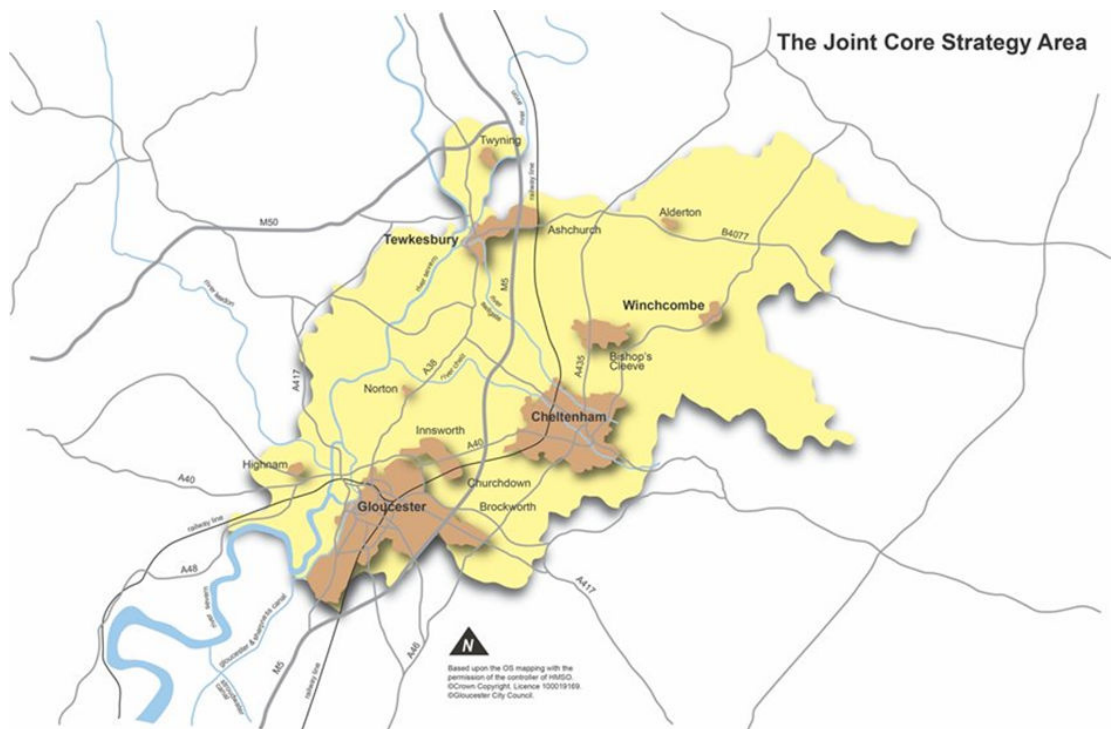
- Using the arts and culture to strengthen the community, the economy and protecting the environment
- Ensuring the delivery of value for money services

2.10 The Leisure and Culture Commissioning Review sets out a framework for delivery of services and in particular the sports facilities and delivery of some key outcomes, which for sport, play and active living is that

“More people are inspired to be physically, socially and mentally active and are able to live life to the full”

2.11 A key part of the strategic context is also the Local Plan, including the JCS which sets out the potential for future housing growth (which we discuss later) but also within the JCS sets out how Cheltenham sits within the wider area context. The JCS area includes Gloucester and Tewkesbury as set out below

Figure 2.1 – JCS Area



2.12 It can be seen from the JCS area that Cheltenham sits in a largely rural area but in close proximity to Gloucester. As a result of this the leisure provision for Cheltenham may be impacted by developments at Gloucester or indeed on the outskirts of Cheltenham. The JCS period covers future strategy up to 2031.

2.13 The other key aspect of the strategic context is the National Planning Policy Framework (NPPF) within which the JCS and Cheltenham sits, in particular linked to Sport, Leisure and Open Space.

SECTION 2 – MARKET ANALYSIS

2.14 The NPPF sets out the Government’s economic, environmental and social planning policies for England and is based on the principle of sustainable development. One of the key strands of the policy is to promote Healthy Communities and to facilitate social interaction, creating healthy, inclusive communities.

2.15 In particular in relation to social, recreational and cultural facilities and services which the community needs, planning policies and decisions should

- Plan positively for the provision of community facilities (including sports venues) to enhance the sustainability of communities and residential environments
- Guard against unnecessary loss of valued facilities and services
- Ensure an integrated approach to the location of housing and community facilities and services

2.16 The Government also wants planning decisions to be based on up to date local plans, put together with communities and based on adequate evidence. Thus the need for locally based assessment of need should be recognised in any future development needs.

2.17 This overarching strategy will provide a framework for the future provision of leisure facilities in Cheltenham, but will not be a substitute for local assessment of needs which should be undertaken for any new housing development.

Demographic Analysis

2.18 Cheltenham Borough Council has a total population of circa 115,700 (based on 2011 Census figures).

2.19 We compare the age profile of the population with both regional and national figures in the table below.

Table 2.1 – Population Age Profile

Key Indicator	Cheltenham	South West	England
Total Population	115,700	5,288,900	53,012,500
Ages			
0-14	15.9%	16.4%	17.7%
15-19	6.6%	6.2%	6.3%
20-34	23.2%	17.7%	20.3%
35-44	13.6%	13.2%	14.0%
45-54	13.1%	14.0%	13.7%
55-64	11.0%	12.9%	11.6%
65-74	8.1%	10.1%	8.6%
75 and over	8.6%	9.5%	7.7%

(Source: 2011 Census)

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2.20As can be seen from the table above there are a number of key implications for the future of leisure provision in that overall there is a younger age profile in Cheltenham than both the South West and England, for example:

- The proportion of 20-34 year olds is higher than the South West and England, whilst the 55 year olds and above is lower.
- Conversely the under 19's age group is lower than South West and England, thus although the overall age profile is lower there are fewer 0-19 year olds, however within this age group there are more 15-19 year olds and fewer 0-14 year olds.
- The percentage of older people within Cheltenham is forecast to grow significantly over the next 30 years and as people become more health aware, we are likely to see a more active older population who seek access to suitable recreational activities.

2.21 Sport England have also prepared data relating to the sporting profile of Cheltenham which is presented in detail in Appendix B and we summarise some of the key features from this in subsequent paragraphs. Table 2.2 below summarises some of the key indicators.

Table 2.2 – Catchment Analysis

Key Indicator	Cheltenham	South West	England
People with Disabilities	5.8%	8.4%	9.4%
Ethnic Minority	3.7%	3.7%	12.1%
Unemployed	5.9%	6.2%	8.1%
Adult Obesity	20.7%	24.7%	24.2%
Childhood Obesity	14.7%	16.6%	19.0%

(Source: Sport England Local Sport Profile)

2.22As can be seen from the table there are a number of key implications, for example

- With a lower proportion of people with disabilities, unemployed and ethnic minorities this suggests that these groups, whilst lower proportions, may feel or be at a greater disadvantage
- With lower proportions of unemployed and higher economically active people the population can be considered relatively affluent
- Both adult and child obesity are lower than the regional and national average, suggesting a more physically active population.

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2.23 The demographic profile suggests a younger more active population within Cheltenham, which is confirmed when reviewing the levels of participation in Sport and Active Recreation, which we summarise below.

- Active participation in sport (3 x 30 mins activity per week) is higher in Cheltenham (27.9%) than the South West (22.9%) and England (22.3%).
- Active participation in sport is higher amongst all age groups than the regional and national picture, with participation once a week is at 62% for 16-25 year olds compared to 59% (south west) and 56% (national).
- In general the level of participation is increasing year on year, with participation increasing from 39.1% in 2005/06 up to 42.7% in 2011/12 (participation in sport at least once per week).
- Other indicators such as club membership, those who have received coaching and taking part in organised competition are all higher than the South West and England
- The levels of obesity are also below the regional and national picture as set out below
 - Adult Obesity is 20.7% in Cheltenham as opposed to 24.7% (south west) and 24.2% (England)
 - Childhood Obesity is 14.7% in Cheltenham as opposed to 16.6% (south west) and 19.0% (England)

2.24 The analysis suggests that within Cheltenham the population is more active and this has impacted on obesity rates amongst adults and children.

2.25 We summarise in the table below how the top 5 sports for participation compare with the region and nationally.

Table 2.3 – Top 5 Sports Participation Rates

Sport	Cheltenham	South West	England
Swimming	17.0%	12.7%	11.6%
Gym	16.3%	8.6%	10.6%
Cycling	10.6%	10.0%	8.3%
Athletics	8.2%	7.0%	6.9%
Football	5.4%	6.0%	7.2%

(Source: Sport England Local Sport Profile)

2.26 It can be seen that swimming and gym are significantly higher than the region and England as a whole, with gym nearly double the regional participation rate. Cycling and Athletics are also higher than the region and also England, whilst football has lower participation than both the region and England.

2.27 We also compare participation rates in Cheltenham with its nearest neighbour authorities in terms of profile and population, as summarised overleaf

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Table 2.4 – Participation Rates

Local Authority	Participation in Sport and Active Recreation (3x30 minutes)	
	2005/06	2010/12
Cheltenham	22.6%	27.9%
Worcester	23.2%	19.9%
Warwick	25.7%	26.2%
Gloucester	18.9%	24.2%
Exeter	20.0%	26.8%

2.28As can be seen from the table above Cheltenham has the highest rate of participation in 2010/12 whereas in 2005/06 it was third highest, showing a marked improvement in participation, whilst other authorities have declined in some cases.

2.29Sport England has also developed a market segmentation profile which identifies a number of different types of people and their typical characteristics. From the local sport profile for Cheltenham (Appendix B) there are a number of segmentation types which provide higher proportions than South West and England. These include

- **Jamie – Sports Team Drinkers (7.5%)** – mainly aged 18-25, single, vocational student. Yong blokes enjoying football, pints and pool
- **Leanne – Supportive Singles (5.8%)** – mainly aged 18-25, likely to have children, works part time or student. She is the least active segment of her age group.
- **Helena – Career Focused Singles (6.0%)** – mainly aged 26-45, single, full time professional. Fairly active type and takes part in sport on a regular basis
- **Tim – Settling Down Males (10.1%)** – mainly aged 26-45., married or single, may have children and professional. He is an active type that takes part in sport regularly, including cycling, keep fit, football, swimming

2.30Consideration of programmes for these groups should be taken into account in the future development of any facilities.

Forecast Population Growth

2.31The JCS will establish the strategic development requirements for the three local authority areas. Work has been undertaken as required by the NPPF to establish an objectively assessed need for Housing.

2.32As a result of this work a range of between 33,200 and 37,400 new homes for the three local authority areas has been arrived at.

2.33We summarise for each end of the range in the table overleaf what this would mean for Cheltenham, both in house and population increases.

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Table 2.5 – Future Population range

JCS Area Houses Increase (range)	Cheltenham Houses Increase	Cheltenham Population Increase	Future Population for Cheltenham (2031)
33,200	10,000	22,000	137,700
37,400	15,100	33,220	148,920

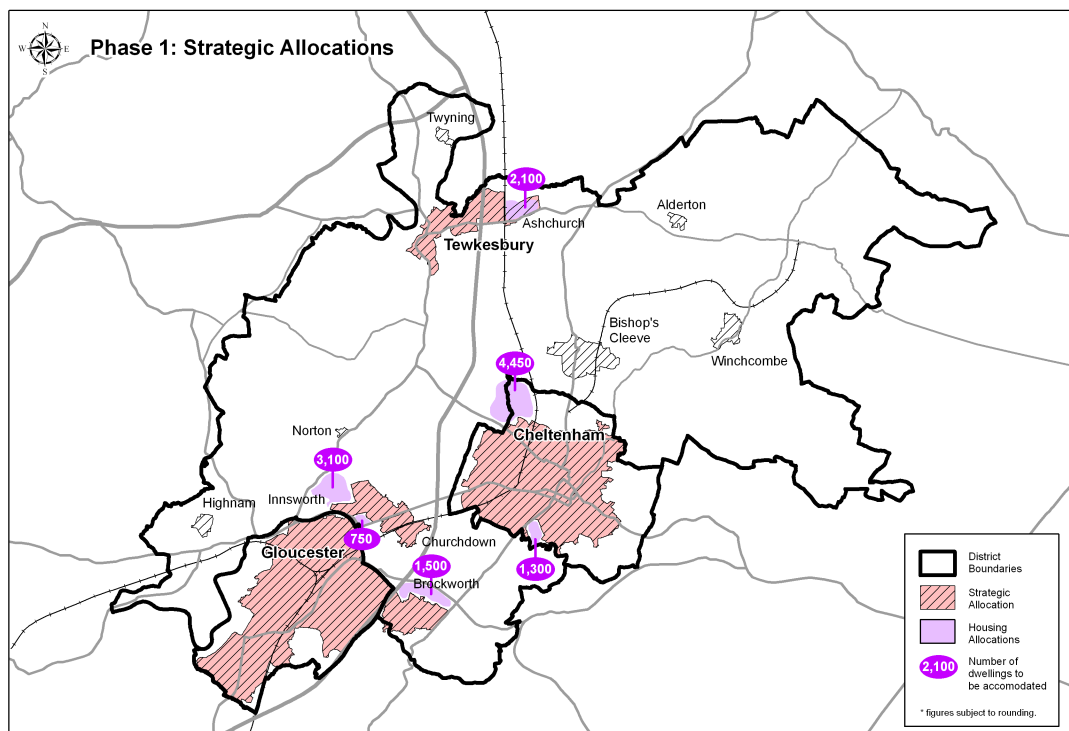
Note: the population is based on 2.2 people per house

2.34 Thus there is the potential for the population of Cheltenham to increase to between **137,700 and 148,920** by 2031. We factor this into reviewing the future leisure provision.

Potential Strategic Allocations

2.35 Within the JCS latest consultation document there have been a number of areas identified for strategic allocations for the future developments, which will include housing, and which are illustrated in Figure 2.2 below

Figure 2.2 – Potential Strategic Allocations



2.36 The JCS identifies the development of housing in two phases. Phase 1 is up to 2021 and Phase 2 covers the period from 2021 to 2031. The map shown above is

SECTION 2 – MARKET ANALYSIS

based on the phase 1 allocations and illustrates two key strategic allocations on the periphery of Cheltenham, which are

- North West Cheltenham (which includes development in Cheltenham and Tewkesbury Boroughs) – an additional 4,450 houses
- South Cheltenham (which includes development in Cheltenham and Tewkesbury Boroughs) – an additional 1,300 houses, of which circa 250 will be in Tewkesbury Borough

2.37 In addition to this there are a number of potential non-strategic sites within the urban area of Cheltenham which could amount to circa 2,500 additional homes..

2.38 There are also two further sites which are close to Cheltenham and may impact on any future leisure provision, at Brockworth and to the north of Bishops Cleeve.

2.39 These allocations have the potential to broaden and widen the Cheltenham urban area and may have specific implications for leisure in Cheltenham.

Summary

2.40 In considering the future leisure provision within Cheltenham there are a number of market factors which impact on the future including

- The population is in general more active than other local authorities and England as a whole
- There are a number of initiatives being implemented through NGBs and other strategic bodies encouraging people back into sport, as a result of London 2012 legacy and these should be built upon
- The most popular participation sports in Cheltenham are Swimming, Gym, Cycling, Athletics and Football, with Swimming, Gym and Cycling being more popular than the South West Region and England
- Future population scenarios suggest that the population of Cheltenham could increase by between 22,000 and 33,220 people by 2031, which would see a significant increase in the potential market.

2.41 These issues will be considered in identifying the overall strategic vision along with existing provision set out within the next section.

SECTION 3 – EXISTING FACILITY PROVISION

Introduction

- 3.1 The main sporting provision in Cheltenham, provided for the local community by the Council are the facilities in and around Pittville Park, which is the largest ornamental park in Cheltenham and provides a range of sporting, leisure and recreational activities for residents and visitors, which include
- Outdoor recreational facilities, such as golf course, fishing, boating lake/boathouse, children's play areas, tennis courts and BMX park, as well as informal park and open space
 - Leisure@ Cheltenham – providing swimming pools, indoor sports facilities which deliver a range of sporting activities
 - Prince of Wales Stadium – providing a rugby and athletics stadium providing events and community activities
- 3.2 The combined facilities set out above provide a sporting, leisure and recreational hub for activities in Cheltenham.
- 3.3 In this section we consider this and other provision to establish the network of existing provision, including school sites, community sports facilities, playing pitches and open space and private sector provision.
- 3.4 We then assess whether the current provision is sufficient to meet both current and future demand based on the population projections set out in the previous section.

Current Facility Provision

- 3.5 In addition to the facilities provided in and around Pittville Park as identified above there is a network of supporting facilities which can broadly be categorised as follows (which have been mapped to illustrate the distribution of them):
- **Sports facilities on School sites** (Appendix C) – which includes both indoor (such as pools, sports halls) and outdoor facilities (including artificial pitches and grass pitches)
 - **Sports facilities in Parks** (Appendix D) – which is principally outdoor grass playing fields and pavilions
 - **Other facilities** (Appendix E) – which includes private sector facilities, such as golf courses, fitness facilities, hotels, etc
- 3.6 The full list of the facilities identified in the maps is shown in Appendix F.
- 3.7 In considering the existing provision we have focused on categorising the main sporting facilities such as Sports halls, Swimming Pools and Artificial Pitches which are predominantly provided at school facilities outside of Leisure@ and the Prince of Wales Stadium. We summarise in the table overleaf the current provision in Cheltenham for these categories.

SECTION 3 – EXISTING FACILITY PROVISION

3.8 In addition to this earlier work has been undertaken to assess the fitness market within Cheltenham and there is a competitive private sector market within Cheltenham, within which Leisure@ operates.

Table 3.1 – Key Facility Provision

Facility	Level of Community Use	Sports Hall	Swimming Pool	Artificial Pitch	Multi Use Games Area
Leisure@	Extensive	Yes (8 courts)	Yes (Main Pool (33.3m), Diving & Teaching Pool)	No	No
All Saints Academy	Extensive	Yes (4 courts)	No	Yes (3G)	Yes
Balcarras School	Extensive	Yes (4 courts)	No	Yes	Yes
Bournside School	Extensive	Yes (4 courts)	No	Yes	Yes
Christ College	Extensive	Yes (4 courts)	No	Yes	No
Cheltenham College	Limited	Yes (8 courts)	Yes (25m pool)	Yes (2)	No
Cheltenham Ladies College	Limited	Yes (4 courts)	Yes (25m pool)	Yes (2)	Yes
Dean Close School	Limited	Yes (4 courts)	Yes (25m pool)	Yes (2)	Yes
Pates Grammar School	Limited	Yes (4 courts)	No	Yes	Yes
Pittville School	Limited	Yes (2 courts)	No	No	Yes
St Edwards School	Limited	Yes (4 courts)	Yes (25m pool)	Yes	Yes
Betteridge School	Limited	Yes (small hall)	Yes (therapy pool only)	No	Yes
Totals (All Facilities)		50 courts	5 pools (2,020 m²)	12	9
Totals (community use facilities only)		24 courts	1 pool (820 m²)	4	3

Notes:

1. Pool sizes are estimated and based on square metreage of 25 metre pools with 6 lanes
2. The MUGA numbers are based on those at school sites only and there are others in parks, with open access and thus not included in the analysis

SECTION 3 – EXISTING FACILITY PROVISION

3. Christ College ceased to be a school in July 2011 and all facilities have been closed subject to a planning application

3.9 Thus it can be seen that although there is significant provision, there is a lot less provision if community use facilities only are considered. We explore whether there is a demand for any additional provision later in this section.

3.10 The local sport profile (2012) developed by Sport England also presents a comparison with key facilities across similar local authorities, which we summarise in the Table overleaf.

Table 3.2 – Facility Provision located within Local Authority Boundaries

Facility	Local Authority (Number of Facilities)				
	Cheltenham	Worcester	Warwick	Gloucester	Exeter
Athletics Tracks	1	1	1	1	1
Golf	1	5	11	0	3
Grass Pitches	77	83	56	66	65
Health & Fitness	20	12	18	17	20
Ice Rinks	0	0	0	0	0
Indoor Bowls	0	0	0	1	2
Indoor Tennis	0	0	0	1	1
Ski Slopes	0	0	0	6	3
Sports hall	22	15	15	20	27
Squash Courts	4	3	5	5	8
Swimming Pools	12	9	15	12	15
Artificial Pitches	9	6	6	4	11
Total	146	134	127	133	156
Population (16+)	93,000	78,200	113,900	95,100	94,300

Notes:

1. The figures presented above are from Active Places and may differ from the numbers presented in the previous table as this takes into account community use

3.11 As can be seen from the table above Cheltenham has a higher number of facilities compared to its nearest neighbour Authorities, with the exception of Exeter. There are however a number of facilities which aren't provided, such as Ice Rinks, Indoor Bowls, Tennis Centres and Ski Slopes. Many of these facilities would however be considered to be of regional significance and as such the provision in Gloucester would meet the needs of Cheltenham residents.

SECTION 3 – EXISTING FACILITY PROVISION

3.12 In particular the number of grass pitches suggests that the provision is higher than its nearest neighbours and we consider grass pitches later in the section.

3.13 Overall the provision of sport and leisure facilities is fairly evenly distributed around Cheltenham with the Sporting Hub (Leisure@, Prince of Wales and Pittville Park) being supported by a network of local provision.

Gap Analysis

3.14 We seek to identify the potential gaps in provision by first assessing the potential demand and then comparing against the supply. We have undertaken an analysis of the potential demand for key facilities using the Sports Facility Calculator (SFC) provided by Sport England.

3.15 The SFC has been created by Sport England to help local planning authorities quantify how much additional demand for the key community sports facilities (swimming pools, sports halls), is generated by populations of new growth, development and regeneration areas.

3.16 The SFC was first developed to help estimate the facility needs of the new communities in the Eastern Quarry Development, Dartford, and the Milton Keynes future growth areas. It has been used to help local authorities in infrastructure planning, s.106 and Supplementary Planning Documents.

3.17 The SFC helps with quantifying the demand side of the facility provision equation. It helps to answer questions such as, “How much additional demand for swimming will the population of a new development area generate?”

3.18 The SFC is designed to estimate the needs of discrete populations for sports facilities (such as sports halls and swimming pools) created by a new community of a residential development.

3.19 It's important to remember that the SFC looks only at *demand* for facilities and does not take into account any existing supply of facilities.

3.20 We illustrate overleaf the outputs of the SFC for each of the key facilities and based on both existing populations and also the future scenarios for population growth in Cheltenham.

SECTION 3 – EXISTING FACILITY PROVISION

Table 3.3 – Sports Facility Calculator Outputs

Population Scenario	Swimming Pool	Sports Hall	Artificial Grass Pitch
Current (115,700)	1,220 m ² (5.74 pools)	33 courts (8.17 halls)	3.82 pitches
Lower range (137,700)	1,451 m ² (6.83 pools)	39 courts (9.72 halls)	4.54 pitches
Upper range (148,920)	1,570 m ² (7.39 pools)	42 courts (10.51 halls)	4.91 pitches

Notes:

1. a court is one badminton court
2. Scenario populations are from Table 2.5

3.21 There is a significant range of provision that would be required depending on the population scenario and we summarise in the table below the potential shortfall or over provision for each facility type.

3.22 The demand for facilities comes from the SFC outputs set out in table 3.3 which are based on the population and expected activity and usage levels. The supply figures are developed from the current provision based on the figures in table 3.1, which are then combined to assess the potential surplus or shortfall in the table below.

Table 3.4 – Shortfall or Surplus in Provision

All Facilities

Population Scenario	Swimming Pool	Sports Hall	Artificial Grass Pitch
Demand	1,220 m ² - 1,570 m ²	33 - 42 courts	3.82 – 4.91 pitches
Supply	2,020 m ²	50 courts	12 pitches
Shortfall or Surplus	450 m ² - 800 m ² Surplus (2.12 – 3.77 pools)	8-17 courts Surplus	7.09 – 8.18 pitches Surplus

Facilities with Community Use Only

Population Scenario	Swimming Pool	Sports Hall	Artificial Grass Pitch
Demand	1,220 m ² - 1,570 m ²	33 - 42 courts	3.82 – 4.91 pitches
Supply	820 m ²	24 courts	1 pitch
Shortfall or Surplus	400 m ² - 750 m ² Shortfall (1.88 – 3.53 pools)	9-18 courts Shortfall	2.82 – 3.91 pitches Shortfall

3.23 As can be seen there is in general an over provision in all the population scenarios if all facilities in Cheltenham are taken into account, however many of these only have limited community use and as such if these are excluded then there is a shortfall in provision, even at the current population levels.

SECTION 3 – EXISTING FACILITY PROVISION

3.24 It should be recognised that the use of the SFC and the theoretical approach to demand modeling is only indicative and would need to be explored further at a neighbourhood level, linked to future housing developments.

Grass Pitches

3.25 We have also reviewed the provision of grass playing pitches and there are 77 pitches (according to the Active Places database), which we estimate would equal circa 54 hectares of playing fields (based on a pitch size of 7,000m² which is an average of the minimum and maximum sizes for football and rugby). It should be noted that this is a relatively crude measure and would need to be refined following a detailed facility audit.

3.26 However if we compare the number of grass pitches per population it can be seen in the table below that with the exception of Worcester, Cheltenham has the highest number.

Table 3.5 – Grass Pitches per 1,000 population

Grass Pitches	Local Authority (Number of Facilities)				
	Cheltenham	Worcester	Warwick	Gloucester	Exeter
Per 1,000 population	0.67	0.84	0.41	0.54	0.55

3.27 The Fields in Trust benchmark standard suggests that a standard of 1.15 hectares per 1,000 population should be considered for playing fields. Using the figure of 54 hectares (as set out above) this would generate a current provision of only 0.47 hectares per 1,000 population.

3.28 There are also a number of sports pitches which sit on the border between Cheltenham and Tewkesbury, which whilst in Tewkesbury would be accessed by Cheltenham teams, suggesting that provision may be better than identified above.

3.29 Even with this the current provision is clearly a significant shortfall (compared to the Fields in Trust benchmark), but one we would urge caution subject to a more detailed study as it is not clear whether all playing fields are included and also the size has been based on a broad brush assumption.

3.30 The comparison of pitches within Cheltenham against neighbouring authorities does however tend to support the view that there is an overprovision in Cheltenham. There are more pitches within Cheltenham than in other authorities. It is also important to note that it is not just about quantity but also the quality of both the pitches and the support facilities (such as changing and pavilions).

Summary

3.31 Overall our review of facility provision in this section suggests that there is not a general need for the development of major facilities but there may be the need for targeted investments to improve existing facilities. There have been detailed feasibility studies undertaken for the Prince of Wales stadium and also Leisure@ which have reviewed in more detail the provision for these facilities and have

SECTION 3 – EXISTING FACILITY PROVISION

identified targeted shortfall in provision which could lead to investment in facilities such as

- Artificial 3G pitches
- Extreme Sports facilities (such as clip n climb)
- BMX and cycling facilities
- investment into the fitness gym to maintain market share and exploit latent demand
- physically connecting the cricket hall to the main centre and considering possible future uses for the hall
- further broaden the family friendly appeal of the leisure provision

3.32 The feasibility study for POW recommends a 3G pitch for football and rugby as opposed to more facilities for hockey (such as sand based or water based STP), which reflects that only one of the existing STP's is 3G/4G as opposed to water or sand based. Hockey provision can largely be accommodated through usage of school sites and it is also likely that the installation of a 3G facility will also free up greater availability for hockey in the evenings during the week as football usage is likely to switch to a more preferable 3G surface.

3.33 It should however be recognised that our approach set out here is based on an overview for Cheltenham as a whole and there may be some local areas which require additional provision. This would be particularly relevant for major housing developments and the strategic allocations.

3.34 For example if the map of sports facilities on school sites is reviewed it can be seen that there appears to be a lack of community use facilities to the east of the Borough (Pittville, Oakley, Prestbury Wards (as illustrated in the maps in Appendices C-E).

3.35 There would need to be more detailed assessment linked to housing developments at a local level to determine whether there is a need for local provision to support pockets of poor provision.

3.36 The current provision is based around the key hub provision which incorporates Leisure@, Prince of Wales Stadium and Pittville Park, with a network of more local facilities predominantly at school sites.

3.37 The overall analysis of demand suggests that

- There are sufficient sports facilities to meet the needs of the current population and indeed the future growth in population, however this is dependent upon the ability for a number of these facilities to be used for community use, when they are currently not.
- There is a need to undertake more locally based assessment of needs to ensure that any future developments meet these needs, in particular this is relevant for playing pitches and consideration should be given to undertaking a playing pitch assessment and strategy, potentially linked to open space assessment.

SECTION 3 – EXISTING FACILITY PROVISION

- There may be key shortfalls in provision around artificial pitches and grass pitches, particularly if only those facilities which are available for community use
- There may be the need for targeted investment in some key areas, to improve local lack of provision.

3.38 We explore how these impact on the future strategy and objectives. In particular the development of the sporting hub at Leisure@/Pittville and Prince of Wales is important in that the majority of sporting facilities are on school sites and it is a key aspect of local sports provision.

SECTION 4 – STRATEGIC VISION AND OBJECTIVES

Delivery of Outcomes

- 4.1 When looking at some of the key measures for physical activity and healthy living it can be seen that people in Cheltenham are generally more active and healthy than in England and that facility provision appears to be well provided for.
- 4.2 The JCS has set out a number of potential growth scenarios and in planning for the future growth of Cheltenham, it is important to take into account local needs and standards (as set out in the NPPF) when planning for future leisure provision.
- 4.3 The overall context for future local provision must be set within the strategic context and overall vision within Cheltenham which we seek to establish in this section.
- 4.4 The focus is to ensure that future leisure provision can deliver a number of key outcomes which the Council is aiming to deliver, which have been set out in the Leisure and Culture Commissioning review and include
- **The primary outcome**

More people are inspired to be physically, socially and mentally active and are able to enjoy life to the full.
 - **Secondary outcomes**
 - More people are supported to make the right lifestyle choices to manage their own health.
 - More people enjoy new experiences whilst learning valuable skills and knowledge.
 - More families are able to be together to enjoy a range of fun leisure activities.
 - More people have active and healthy lifestyles by participating in positive leisure activities
 - that they are able to access at affordable prices with a particular focus on:
 - Older people;
 - Children and Young People;
 - Disabled people – both children and adults;
 - Black and minority ethnic groups;
- 4.5 In addition to this the importance of leisure and sport should be recognised in how it can contribute to key areas within the overall corporate plan for Cheltenham, such as
- Enhancing and Protecting our environment
 - Strengthening our economy
 - Strengthening our communities
 - Enhancing the provision of arts and culture
 - Ensuring we provide value for money services that effectively meet the needs of our customers

SECTION 4 – STRATEGIC VISION AND OBJECTIVES

4.6 In particular the role sport can play in strengthening the economy and communities will need to be recognised. These outcomes are what frame the facility strategy and we set out the overarching vision below.

Strategic Vision

4.7 The overall vision for the leisure facilities should reflect the outcomes and objectives set out above and in particular should build on the existing infrastructure to provide or enable places which will encourage more people to

- Become healthier and develop a sense of well being
- Be physically active
- Volunteer and support the development of sport
- Reach their potential in terms of competitive sport
- Be satisfied in the quality and condition of the facilities
- Visit Cheltenham and bring with them economic value

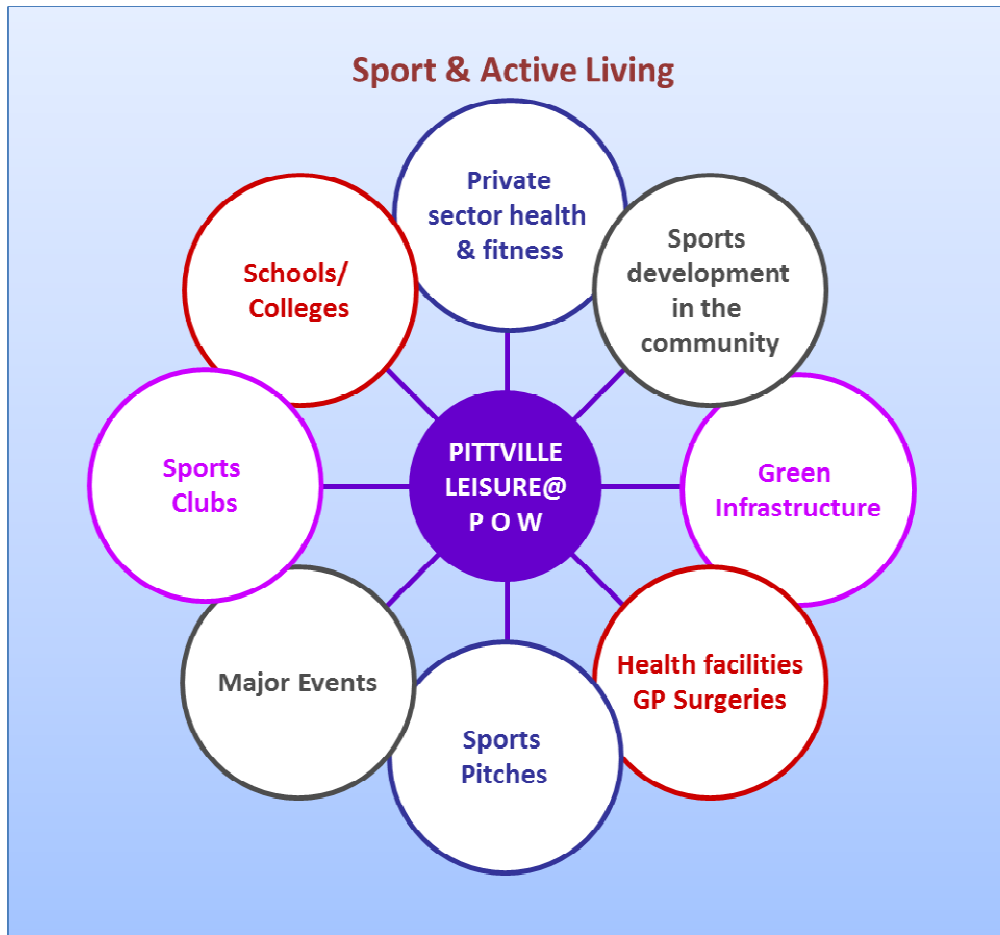
4.8 To achieve this the strategic vision should be to build upon the existing hub facility in and around Pittville Park recognising its current role and future potential, with a network of facilities and activities to support and enable the future development of more places for people to play sport.

4.9 In particular the delivery of the vision is unlikely to be achieved through the building of major new facilities, but through recognising the current under utilisation and surplus of provision, but with limited community use and access to facilities (particularly on education sites).

4.10 As a result, whilst there may be a need for some small local facilities (particularly around outdoor pitches and spaces) and some targeted investment to improve existing facilities, the focus should be to build a network of facilities which are easily accessible to the local community, through effective partnerships with other providers. This can be achieved through an overarching approach to programmes and activities which encourage and support provision in local facilities.

4.11 We illustrate how this might work in diagrammatic format below.

Figure 4.1 – Sports Facility Hub Based Vision



4.12 The facilities in Pittville Park, Leisure@ and at Prince of Wales are and should be further strengthened to become the focal point for Sport and Leisure within Cheltenham, which would mean that a number of key activities and developments would happen which would support this approach

- Market the facilities together as a sports hub for Cheltenham – building on the existing and promoting the activities and events that take place there.
- Build a programme of events (both regional and local community events) which bring people to the hub promoting economic regeneration and development in Cheltenham
- Targeted investment in facilities (as set out in other feasibility studies) to fill gaps and encourage more people to participate and visit the hub

SECTION 4 – STRATEGIC VISION AND OBJECTIVES

- Continuation and development of outreach programming and co-ordination of activities and programmes within other facilities in the network in Cheltenham
- Partnering other key organisations (such as university and colleges) to create learning opportunities and coach education.

Bringing the Strategy to Life

4.13 The development of the network of facilities will be important. To illustrate how the vision and overall hub based provision could work we present an example of a Cheltenham family's life.

The future of leisure in Cheltenham ...

David and Anna, with their 2 children, Charlie and Lily never really used to do much at weekends but ever since going to Lily's school for the 'have a go at sport day' last year they have improved their health, are more active and go out more.

A typical weekend for them is

- Friday night – off to the local school for Badminton Club where David now coaches the children or its off to roller disco for Lily and Charlie, whilst David and Anna relax in the spa
- Saturday – swimming lessons at the Pittville Sports Hub for the kids, whilst Anna has a jog round the park or works out in the fitness gym
- Sunday – it is on the bikes and off into the country for a family cycle or it may be to the event at Prince of Wales – Charlie loves the athletics meetings
- During the week the kids are now at black belt in Judo (at the local school) and David is coaching them having got back into martial arts after a five year break.

Not only do they feel healthier but it also looks like Charlie has been selected to play badminton for the county, through the coaching at the Pittville Hub, after he was spotted at the local badminton club.

They all really enjoy the events that take place at the Pittville and Leisure@



SECTION 4 – STRATEGIC VISION AND OBJECTIVES

4.14 Our recommended vision is for the facilities at and around Pittville Park to be further developed to become the hub for sport and leisure in Cheltenham, supported by a network of local facilities, with appropriate activities and programmes being implemented. Building on the recommendations in the more detailed feasibility studies for Leisure@ and Prince of Wales, we recommend that the following are given more detailed consideration

- The addition of a 3G pitch,
- BMX
- Climbing facility
- Investment in the clubhouse facilities
- Connecting the cricket hall to the main site
- Broadening the family appeal of the site.

4.15 In particular for future housing developments a locally based assessment of need should be undertaken to ensure local facilities are developed which complement and support the overarching vision, whilst delivering on identified shortfalls, as set out in this report and in any future local assessment.

SECTION 5 – STRATEGIC PLANS

Introduction

- 5.1 We have illustrated in the previous section how the vision can deliver on the outcomes which have been established within the Leisure and Culture Commissioning review, but to deliver the vision there are a number of key strategic actions which should be undertaken, including
- Investing in and enhancing facilities at the Central Sports Hub (to include Leisure@, Pittville Park and Prince of Wales Stadium) as set out in the feasibility studies to include 3G pitch and BMX/Climbing. There is also a need to ensure the current lease arrangements are resolved to achieve this.
 - Consider the marketing and branding of the central hub to focus not just on regeneration of the image but also the ongoing development and event programming
 - Identifying local needs within new housing developments through the undertaking of a locally based leisure and recreation needs assessment, particularly for playing fields and greenspace
 - Development of partnerships with schools, colleges and university to build and develop both community use agreements and the network of locally focused facilities which deliver the overall vision and link with the central hub
 - Enhancement and development of community use agreements with educational establishments
 - The development of key outcomes and performance indicators which the new Leisure Trust would be expected to deliver as part of the management and funding agreement
 - Strengthening the programme of outreach work and activities which deliver sport in the network of facilities as well as the central hub.
- 5.2 We have developed these overall objectives and actions into outline action plans which have identified the timescales and approach, which are summarised overleaf, with the timescales based on the following
- Short Term – within 12 months
 - Medium Term – within 3 years
 - Long Term – 5 years

SECTION 5 – STRATEGIC PLANS

Table 5.1 – Strategic Action Plan

Strategic Objective	Key Actions	Timescale
Investing in and enhancing facilities at the Central Hub, together with the marketing and branding	<ul style="list-style-type: none"> • Consider the results of the feasibility studies and agree the core investment • Further consultation with key partners and agreement on the way forward, particularly for Prince of Wales Stadium • Consideration of the future of the cricket hall and the need for cricket facilities • Develop a brand and co-ordination overview of the three core facilities in the Central hub to provide a co-ordinated and 'branded' offer, recognising the facility's place at the centre of sports and leisure provision 	<p>Short term</p> <p>Medium term</p> <p>Medium term</p> <p>Medium term</p>
Identify local needs for sport and leisure	<ul style="list-style-type: none"> • Development of an approach and methodology for identifying local needs and likely investment requirements using the NPPF and the Community Infrastructure Levy (CIL), if appropriate • Use of the methodology and approach for new housing developments to identify the investment needs • Undertake a full audit of playing pitch provision to supplement the existing green space audit and strategy, and consider developing local standards for the provision of playing pitches along with other types of green space 	<p>Medium term</p> <p>Medium - Long term</p> <p>Medium term</p>
Development of Partnerships with local providers	<ul style="list-style-type: none"> • Develop links with facility operators across the Borough and seek to improve co-ordination of programmes and access to information 	<p>Short to Medium Term</p>
Expand and develop Community Use Agreements	<ul style="list-style-type: none"> • Seek to identify and expand community use agreements for key schools and colleges • Identify opportunities for accessing additional funding to support schemes, particularly through WSP funding 	<p>Short to Medium Term</p> <p>Short Term</p>

SECTION 5 – STRATEGIC PLANS

Strategic Objective	Key Actions	Timescale
Performance Indicators and Outcomes	<ul style="list-style-type: none"> As part of the establishment of the proposed new trust arrangements agree a series of performance indicators and outcomes the Council is seeking to achieve Review and monitor the performance against the outcomes and how these impact on sport and leisure 	Short Term
		Medium Term
Develop an outreach programme	<ul style="list-style-type: none"> Build on the current work to offer a series of programmes, linked to NGB initiatives for schools, clubs and other groups across Cheltenham Consider further development of support to offer back office support for clubs and other organisations Develop a sustainable programme of events (focused around the central hub) which delivers economic and social regeneration as well as making Cheltenham a 'place to visit' for sport 	Short Term
		Long Term
		Medium Term

5.3 These actions should set the framework for more detailed work plans and developments which add to the overall improvement in the future strategy for leisure and sport in Cheltenham, recognising that there is not a need for wholesale investment in facilities across Cheltenham but that investment is focused on the Pittville/Leisure@ and Prince of Wales site to further strengthen its appeal as the central hub for sport and leisure in Cheltenham.

5.4 There is however the potential for significant housing growth and the needs for this should be built into any future planning for leisure, through locally based assessments.

5.5 Overall the population of Cheltenham are increasingly more active and this should be a focus for the future development of outcomes and targets.

How will success be measured ...

5.6 With any strategy it is important to know whether it has been successful or not and as such we illustrate below some of the potential outcomes which will be delivered if the facilities strategy is successful

- More people are participating in sport
- People are generally healthier than they were 12 months ago
- Pittville has become recognised as 'the place' to go to for sport and leisure
- People can access locally provided facilities easily for sport and leisure
- More people are volunteering and coaching
- Sports Club membership is increasing

SECTION 5 – STRATEGIC PLANS

- Cheltenham welcomes more visitors
- The cost of the service is reducing, with reinvestment increasing

5.7 These should be developed and refined into actual measurable targets as part of the action plan, and should lead into the outcomes for the proposed new trust arrangements

5.8 They should also be regularly reviewed and amended if appropriate.

Summary

5.9 This overarching strategy provides a framework for the future provision of leisure facilities in Cheltenham, but will not be a substitute for local assessment of needs which should be undertaken for any new housing development

5.10 In particular the strategy has identified

- That facility provision across Cheltenham appears largely adequate and could be enhanced through opening up access to school sites
- That facility development and investment is focused into the sports and leisure hub at Leisure@ and Prince of Wales Stadium, to strengthen the destination appeal for the entire Pittville Park area. The investment should focus on the following
 - Artificial 3G pitches
 - Extreme Sports facilities (such as clip n climb)
 - BMX and cycling facilities
 - Investment into the fitness gym to maintain market share and exploit latent demand
 - Physically connecting the cricket hall to the main centre and considering possible future uses for the hall
 - Further broaden the family friendly appeal of the leisure provision
- The need to undertake local assessments based around housing developments to identify any local needs for leisure, in particular in respect of playing pitch provision
- That the Council should work with the proposed new Trust to take proposals forward and deliver the strategy
- That partnership working with the schools, University and Health will enable the outcomes to be delivered

5.11 The implementation of the action plans over the short, medium and long term will enable these outcomes to be delivered, through the Council and proposed new trust working in partnership.

