



THREE RIVERS DISTRICT COUNCIL LEISURE FACILITIES STRATEGY

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QUALITY, INTEGRITY, PROFESSIONALISM

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THREE RIVERS DISTRICT COUNCIL: LEISURE FACILITIES STRATEGY

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PART 1: INTRODUCTION

This is the Three Rivers Leisure Facilities Strategy for the period 2018-2036. Recommendations are drawn from the Indoor Built Facilities Needs Assessment, researched and prepared between September 2018 and January 2019 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and this Strategy have been prepared in accordance with Sport England’s ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) Guidance and in consultation with Three Rivers District Council (TRDC), 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 leisure sporting facility need in Three Rivers and provides a basis for future strategic planning.

TRDC’s vision is that “*the district should be a better place for everyone, their neighbourhoods, health, employment and access to services*”. In order to achieve this vision, it has two strategic aims, ‘Better Neighbourhoods’ and ‘Healthier Communities’. Table 2.1 details the strategies priorities associated with the two aims.

Table 1: Three Rivers Strategic Plan: Aims and priorities

Strategic aim	Strategic priorities
Better Neighbourhoods	<ul style="list-style-type: none"> ◀ Maintain high quality neighbourhoods. ◀ Reduce the eco-footprint of the district. ◀ Create access to good quality jobs and employment. ◀ Support business and the local economy.
Healthier Communities	<ul style="list-style-type: none"> ◀ Develop and improve access to good quality housing. ◀ Create prosperity for all and access to opportunities. ◀ To support the most vulnerable people in the District. ◀ Provide a healthy and safe environment. ◀ Reduce health inequalities, promote healthy lifestyles, support learning and community organisation.

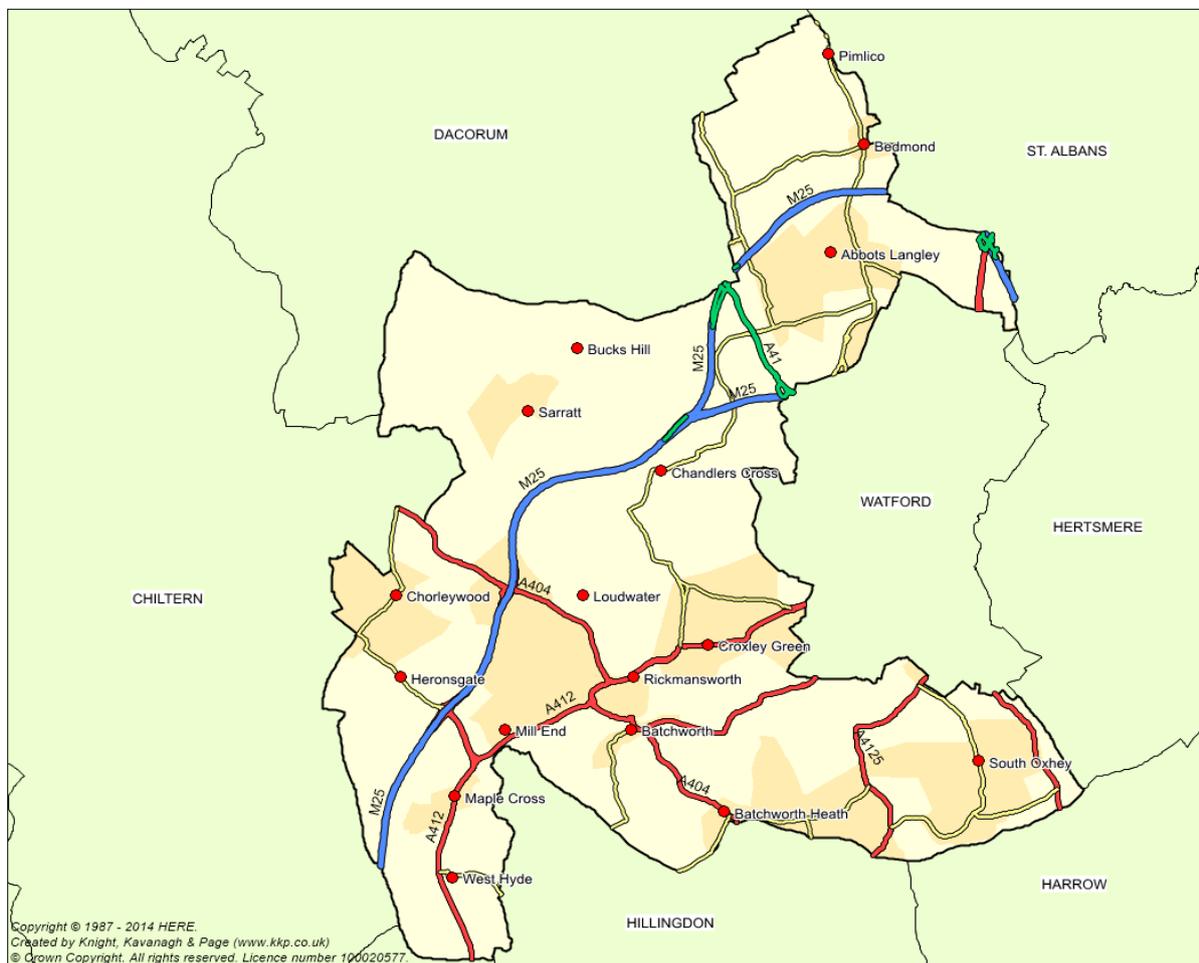
The focus and purpose of this Strategy is to shape delivery, give clarity to residents and support partners so that together more modern, efficient and sustainable range of community-based sport and leisure facilities that TRDC requires can be planned and developed. This will ensure that residents have the opportunity to be physically active, healthier and, where appropriate, take forward their sporting ambitions within their local community.

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PART 2: WHAT DO WE KNOW ABOUT THREE RIVERS?

Three Rivers is located in South West Hertfordshire to the north west of Greater London, straddling the M25 motorway. The M1 runs from north to south through it, as does the West Coast Main Line and the London Underground (Metropolitan Line). The total population is 92,641 (2017 MYE) with slightly more females (47,501) than males (45,140). Adjacent local authorities include Dacorum, Watford, St Albans, Hertsmere, Harrow, Chiltern and Hillingdon. As identified in Figure 2.1 below, the District is dissected by the A41, A404, A412, all running in a south easterly direction with the M25 running north east to south west centrally through the District.

Figure 2.1: Three Rivers with main roads and main settlements/towns



Increasing the physical activity levels of District residents is a strategic priority of the Council. The Physical Activity Strategy (2018-2021) gives priority to increasing levels of physical activity and improving of the lives of local people. Reducing health inequalities will result from targeting work in parts of the community that are more inactive than others. The strategy aims to enhance the lives, individuals, families and communities through their success and achievement in sport and physical activity. Its stated vision is 'to reduce the levels of inactivity, increase regular participation and contribute to a healthier, more active Three Rivers.'

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A lower proportion of the Three Rivers population is inactive (20.5%) compared with the national average in England (25.7%) and the Eastern Region (25.4%); further, more of the Three Rivers population is active (66.1%) compared with England (61.8%) and the Eastern Region (62.0%). (*Data source: 2016 Mid-year Estimate, ONS*).

The most popular activities are athletics, structured instructor led programme classes, fitness and cycling.

The population in Three Rivers is projected to grow given the house building policy identified in the Local Plan. The current level of housebuilding of 9,600 by 2036, as stated in the current Local Plan will, undoubtedly, place additional pressure on local sporting infrastructure at all levels. There are several areas with plans for over 1,000 houses on specific sites. The extent to which additional facilities are required will need to be predicated on the findings of the Needs Assessment Report (2019).

The most recent ONS projections indicate a rise of 13.5% in Three Rivers' population (+12,504) over the 20 years from 2016 to 2036. The proportion of the population represented by the over 65 age group will increase from 18.1% to 23.4% by 2036. This needs to be taken account of within any new facilities or when considering the programming and pricing of current facilities

A key challenge is not to think of sport and leisure facilities as venues for 'sporty types' but as community assets that are relevant, and which make a contribution, to the health and wellbeing of all District residents alongside other community assets such as village halls and community centres.

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PART 3: WHAT DO WE KNOW ABOUT CURRENT FACILITIES AND ACTIVITIES?

The Three Rivers' Leisure Facilities Needs Assessment 2019 identifies the key sports and leisure facilities within the District, regardless of whether they are local authority, education or commercially owned and operated. The key findings are:

Sports halls

There are 10 sports halls with 3+ courts across 10 sites. All but one of the sports halls with 3+ courts (William Penn Leisure Centre) are located on education sites which inevitably limits daytime availability. The quality of sports halls varies with Rickmansworth School and the new Reach Free School as the only facilities considered to be in good condition. Whilst Merchant Taylors Sports Complex and St Clement Danes sports halls are considered below average, no facility is considered to be in poor condition. One site (Merchant Taylors Prep School) is not available to the community and used exclusively by the school.

The 8-court hall at Nuffield Health at RMS, 6-court hall at Rickmansworth School and facilities at Thomas Parmiter offer a wide variety of different sports and activities and are very important to the wider sport and physical activity offer in the District. Since the audit took place, The Reach Free School has extended its community use of its new 4-court hall (opened in September 2018). Croxley Danes has plans for a new 4 court sports hall.

The whole of the population of TRDC is within 20 minutes' drive time of a sports hall. The residents of South Oxhey, however, do not have access to a local 4-court sports hall (although they can access the 1-court hall and the 2-court hall at South Oxhey Leisure Centre, which is currently being refurbished). The main sports and activities played with in the sports halls in the District are badminton, netball and basketball.

William Penn Leisure Centre has the only sports hall (3+ courts) which has a day time offer due to educational requirements on other sites. Whilst there is an Active Recreation group using William Penn regularly, the facility still has daytime capacity.

Swimming pools

There are 10 swimming pools at seven sites in Three Rivers, six of which are main/general pools (4 lanes x 20m or larger in size). The audit identified that there is a good supply of water space with facilities seemingly located in the right places. Two swimming pools (William Penn Leisure Centre and Sir James Altham) offer pay and play access. It is worth noting that Sir James Altham Pool is in the process of being replaced by South Oxhey Leisure Centre in 2020 but will remain open until the new facilities open.

Over half of the population lives within one mile of a swimming pool and all residents live within 20 minutes' drive of one. There is a high level of import and export with residents using facilities in other authorities, suggesting that a close watch needs to be kept on facilities in other local authorities as any change of use could impact on Three Rivers' residents. The new swimming pool at South Oxhey Leisure Centre will improve the quality of the stock of swimming pools available and is likely to retain current and attract new users, thereby increasing swimming participation in the District. There is sufficient capacity to enable the sport to grow and accommodate immediate population growth.

Health and fitness facilities

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There are seven 'main' health and fitness gyms in Three Rivers (health and fitness gyms with 20+ stations). Generally, such facilities tend to be located in more densely populated areas of the District with 61% living within one mile of such a facility and all residents within 20 minutes' drive time. The audit suggests an undersupply of facilities across the District. However, there is a substantial amount of health and fitness provision within two miles of the District boundary, with 31 health and fitness gyms offering over 2,300 stations. Within TRDC there has been a recent closure a health and fitness facility at Abbots Langley citing local competition as a reason for its closure.

The popularity of health and fitness facilities and demand for dance studios for class-based programmes is continuing to rise nationally. Health and fitness facilities and associated class-based programmes have the potential to impact positively on all residents in Three Rivers. There is a need to ensure that harder to reach groups and people with specific health needs, as well as other sections of the general public, can continue to access facilities and relevant programmes of activity. Health and fitness facilities should continue to cater fully for the full range of market segments within the Three Rivers community inclusive of the IFI facilities.

It is important to note the financial contribution which health and fitness facilities can make to the financial viability of (and to enable) other publicly accessible facilities. In many instances this allows for cross subsidy of, for example swimming pools. This needs to be considered when, for example new or improvements to facilities are being planned. Provision in neighbouring authorities is also important given the ease of cross boundary travel.

Other sports

Gymnastics Participation in gymnastics across the Country is reported to be increasing rapidly. There are five British Gymnastics (BG) affiliated clubs in Three Rivers, although none of them are located in dedicated gymnastics venues. The majority of provision is for pre-school and early years, although they all offer a level of competition.

Opportunities to grow gymnastics in the District are limited with all clubs reporting waiting lists and an inability to increase the time they offer at their current facilities. There may be potential for additional provision during the day time at William Penn Leisure Centre as it reports it has availability, the workforce requirement should be explored. Projected housing growth within the area is likely to lead to increases in demand for gymnastics, particularly at recreational level over the lifetime of the strategy.

Harefield Gymnastics Club requires support to find premises to convert to a dedicated gymnastics facility, in order to reach a position to meet current levels of demand. Opportunities to work with clubs within neighbouring authorities should be explored.

Indoor bowls: There are currently no indoor bowls facilities in Three Rivers. There are eight indoor bowls venues within 30 minutes' drive of Three Rivers. Consultation did not highlight any additional demand for indoor bowls and, based upon current membership figures, EIBA's view is that the existing clubs in neighbouring authorities can accommodate current and future demand.

Squash: There are eight squash courts in Three Rivers with the quality being either above average or good. Venues are restricted to the central areas of the District with residents in Abbots Langley and South Oxhey having to travel to access facilities. There are no clubs in

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the District, so activity is recreational. There is no requirement to build additional courts but there is a need to maintain/improve the condition of existing courts and support the development of squash and racketball where possible.

Village halls and community centres

There are 40 identified village halls and community centres in Three Rivers, most of which offer opportunity for people to take part in physical and sporting activity in a local facility. Areas with higher population density are serviced by village halls or community centres, however, people living in the more rural areas of the District, such as south of Maple Cross and between Rickmansworth and South Oxhey, do not have such good access.

Facility condition does not necessarily lead to reduced programmes of activity but they all, to a greater or lesser degree, rely on the goodwill of volunteers to operate. These sites can play an important role in ensuring older people and/or all people in more rural areas have access to facilities/programmes of activity and can contribute to getting the inactive active or retaining those already involved.

The Needs Assessment Report 2019 identifies a need to support village hall and parish council committees to continue to offer, coordinate and publicise community spaces which contribute positively to the physical activity and health and wellbeing agenda. The level and type of support needs to be determined by TRDC and be realistic.

Projected housing development is likely to lead to additional demand for indoor activity. Community spaces which can enhance physical, cultural and sporting activity need to be considered by planners when developing new neighbourhoods. This can help to alleviate demand for more traditional leisure centres.

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SUMMARY AND STRATEGIC RECOMMENDATIONS

The principal opportunity/challenge for Three Rivers is to ensure that its facilities are fit for the future. There is a need to balance the needs of the core market of sport people already taking part in local clubs whilst ensuring the growth of existing or new activities which meet the needs of a more diverse and ageing population and tackles childhood obesity.

As identified in the Needs Assessment (2019), the key strategic recommendations are to:

- ◀ Ensure that all school sports facilities which have community access retain/improve their current status. New facilities should have appropriate and robust community agreements in place.
- ◀ Continue to work with Everyone Active to ensure that programming and pricing at South Oxhey Leisure Centre complements other activities within the District, leading to increases in participation within the general public as well as targeted hard to reach groups. Consider this as part of a wider programming and pricing review.
- ◀ Where possible, support coordination of community access to, and the programming and pricing of, facilities (including schools) across the District within the public estate.
- ◀ Continued investment is required in the sports stock to ensure it remains attractive and fit for purpose. Identify ongoing investment, maintenance and refurbishment requirements to protect and improve existing sports facilities (see Action Plan in Part 4 below).
- ◀ There is sufficient capacity within pools and halls to enable sport to grow and accommodate immediate population growth. There is currently a lack of 25m swimming pool competition provision in the area, so should the opportunity arise there will be a need to consider developing facilities to take account of this.
- ◀ Continue to monitor use at indoor sports halls and pools as projected new developments start to emerge, as this will undoubtedly lead to additional demand for sports space, either at established clubs or it may lead to different sports/physical activity being developed.
- ◀ Given the high levels of import and export, keep a watching brief on facilities in neighbouring authorities to ensure the needs of the Three Rivers residents are met.
- ◀ Monitor the availability of health and fitness provision in the area. Future provision needs to ensure that it is of the requisite quality and that the highest levels of communication are used to attract relevant market segments in order to ensure viability.
- ◀ Support Harefield Gymnastics Club to identify appropriate facilities for them to move into, with the potential of driving increases in participation. Consider the opportunity to work jointly with neighbouring authorities as they also have similar issues with regard to gymnastics development.
- ◀ Village hall and Parish Council committees need to continue to offer, coordinate and publicise community spaces which contribute positively to the physical activity and health and wellbeing agenda, particularly of a daytime.
- ◀ Work to the principles identified in the Physical Activity Strategy (2018) and ensure that TRDC owned facilities make a progressively greater (and measured) contribution to the needs of all residents and are fully available to all the District's communities through targeted initiatives, facilities, programming and training.
- ◀ Support other developments (via planning, developer contributions and officer expertise) which may assist in increasing sport and physical activity within the wider community.

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PART 4: WHAT WILL THREE RIVERS DO?

The vision below outlines what we want to achieve.

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

The following strategic priorities and actions are relative to the overall management and programming of key facilities in Three Rivers. 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 Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Sports halls: community use of education facilities Enhance	Maintain and look to increase community use of education facilities for sport and physical activity (especially by harder to reach groups)	Continue to support schools to manage their facilities with a view to ensuring continued community use.	Medium (High)	Schools, TRDC	Increased participation as a result of improved quality of facilities including targeted groups in particular
		Work with schools that are not community available to discuss possibility of opening for community use.	Medium (High)	TRDC, Schools	More schools opening for increased number of community hours.
		Work with the schools available for 1-30 hrs per week to increase number of hours available where demand exists (e.g. Reach Free School, St Michael's RC High School and Rickmansworth School).	Ongoing (Medium)	TRDC, Schools	
		Explore the potential of improving the quality of the sports halls on condition of increased community use.	Medium (High)	TRDC, Schools	Improvement in the quality of sports halls.
		Ensure that any new or replacement provision has community use incorporated.	Ongoing (High)	TRDC	Increased and continued community access to sports halls.

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Swimming pools Provide and Enhance	Ensure sufficient water space is available to current and future residents.	Manage the opening of South Oxhey Leisure Centre (and closure of Sir James Altham Pool) to ensure maximum effect and publicity.	Short (High)	TRDC, Everyone Active, Aquatic clubs, Swim England	Increased participation.
	Strategically programme water time for all residents.	Ensure programming complements the wider District swimming offer.	Medium (High)	TRDC, NGB, Everyone Active	Maximised use of facilities.
		Ensure that the financial operating model guarantees that the facilities are available for those from hard to reach groups in particular.	Medium (High)	TRDC, Everyone Active	Increased swimming pool time available to the community
	Ensure the facilities are fit for purpose.	Continue to maintain and invest in William Penn Leisure Centre via Leisure Operator ensuring that the facility remains fit for purpose.	Short (High)	TRDC, Everyone Active	Maximised use of facilities.
	All residents have access to swimming facilities.	Maintain accurate and up to date records of attendances at all facilities ensuring that hard to reach groups have access to facilities.	Short (High)	TRDC, Everyone Active	Improved and up to date reports identifying target group usage
Health and Fitness Protect and enhance	Continue to monitor quantity and quality of health and fitness offer across the District.	Monitor the usage of health and fitness facilities by age, gender, location etc in order to drive increases in specific market segments (impacting positively on health and wellbeing of residents).	Medium (Medium)	TRDC, Everyone Active	Increased participation in general; also, by specific groups including older people and harder to reach groups from across the District.
	Ensure health and fitness provision meets the needs of the residents	Ensure that the provision of health and fitness facilities is appropriate to an ageing population in the District.	Medium (Medium)	TRDC, Everyone Active,	

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Gymnastics Enhance	Address the latent demand for gymnastics Support improved gymnastics provision across the District by:	Consider extending the gymnastics offer in the daytime at William Penn Leisure Centre, if feasible.	Short (Medium)	TRDC, British Gymnastics Everyone Active, Gymnastics clubs	Increased recreational gymnastics provision available across the authority based on current demand.
		Work with local clubs across authority boundaries, if necessary, to identify appropriate facilities which could accommodate dedicated gymnastics facilities, which can accommodate a number of clubs.	Medium (High)	British Gymnastics, gymnastics clubs	Increase provision of dedicated facilities.
		Coordinate the approach to workforce development to ensure that the number and quality of coaches keeps pace with demand for the sport	Long (Medium)	TRDC, British Gymnastics, gymnastics clubs	Increased activities number of coaches and volunteers in gymnastics.
Indoor Bowls Enhance	Maintain status quo regarding indoor bowls.	Consultation did not highlight any additional demand for indoor bowls. EIBA's view is that the existing clubs in neighboring authorities will be able to accommodate current and future demand.	Long (Medium)	TRDC, English Indoor Bowling Association	Monitor current and future demand.
	Provision of different bowls formats.	Other formats of the game such as carpet bowls and outdoor bowls needs to be retained and supported.	Long (Medium)	TRDC, EIBA, Bowls England	Bowls opportunities and increased participation
Squash Courts Protect	Retain current squash facilities to ensure the sport can continue in the area.	Maintain court quality via appropriate maintenance regimes.	Long (Low)	TRDC, Everyone Active, England Squash & Racketball	Number of hours of squash activity maintained.
		Actively promote squash in the area (link to workforce development plan identified above).	Long (Medium)		
		Retain pay and play access to squash courts to ensure wider availability to residents.	Long (Medium)		Pay and play provision retained.
		Ensure that the use of squash courts for their primary purpose is continuously justified; on an ongoing basis.	Long (Medium)		Usage of courts for squash is retained.

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Include village halls and community centres in the broader activity portfolio Protect	Continue to work with village halls and Parish Councils to help them offer as wide a programme of activities which supports the physical activity offer.	Support village hall and parish council committees to continue to offer, coordinate and publicise community spaces which contribute positively to the physical activity and health and wellbeing agenda.	Ongoing (High)	Parish Councils, Community groups, Private facilities, TRDC	Community spaces publicised on TRDC website or other platforms
Planning Protect, Enhance, and Provide	To recognise the importance of this Strategy and ensure that recommendations are acted upon.	<p>To adopt Strategy recommendations and ensure that they are encapsulated in planning policy documents (the Local Plan) and other relevant TRDC strategies as appropriate.</p> <p>Keep a watching brief on the development or rationalisation of neighbouring local authorities' facilities given the importance of imported and exported demand for said facilities</p> <p>Actively seek planning contributions from housing developments to help fund the required actions of the action plan.</p>	<p>Medium (High)</p> <p>Ongoing (High)</p> <p>Short (High)</p>	TRDC	<p>Report adopted by Council</p> <p>Action plan recommendations incorporated in relevant TRDC policy documents</p> <p>Policy decision taken by TRDC. Increased financial contributions from developers.</p>
Monitor and review	Keep the Facilities Strategy relevant and up to date.	Complete an annual light touch review. Undertake a complete review within 5 years of adoption.	Medium (High)	TRDC	Light touch reviews completed. Document updated

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
District wide development Enhance	Establish a workforce development plan which aims to build capacity in sports clubs across the District.	<p>Establish a working group which looks to develop coaches and volunteers in the District in a range of sports.</p> <p>Engage with Three Rivers Sports Network to help drive increases in participation.</p> <p>Consider how to deploy the volunteers/coaches to best effect linking to increased sporting opportunities at school sites leading to a stronger and more sustainable club structure in the District.</p> <p>Where possible, support coordination of community access to, and the programming and pricing of, facilities (including schools) across the District within the public estate</p> <p>On confirmation of the proposed housing development for the District re-evaluate the sporting needs of the community, using the needs assessment and strategy as the start point.</p>	Short (High)	TRDC, Clubs, Everyone Active, NGBs, TRSN, Herts Sports & Physical Activity partnership	Increased number of coaches and volunteers for a range of sports.

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Site by site recommendations

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Merchant Taylors Prep School	Independent School - In house	3-court sports hall used exclusively by the school only.	◀ Work with School to discuss possibility of opening for community use.	TRDC	Medium	Medium
York House School	Independent School - In house	4-court sports hall built in 1997 and refurbished in 2006. There is also a 5-lane x 25m pool both with limited community access.	◀ Work with School to discuss possibility of increasing opening hours for more community use.	TRDC	Medium	Medium
Saint Michaels Catholic High School	School - In house	6-court hall built in 2010. It has limited community use (8 -10 hours per week). A new netball league has been established for 2019.	◀ Work with School to discuss possibility of opening for increased community use.	TRDC	Medium	Medium
Sir James Altham Swimming Pool	Commercial operator	<i>This pool will close in 2020, after South Oxhey Leisure Centre opens</i>				
South Oxhey Leisure Centre Provide	Local Authority – Commercial Operator	New 25m, 4 lane swimming pool and a learner pool, with the capacity to attract new as well as retaining current users. It will also offer studio space and a health and fitness offer. The one and two court halls are currently being or have been refurbished.	<ul style="list-style-type: none"> ◀ Ensure all staff trained adequately, programmes reflect community need and pricing is inclusive to attract hard to reach groups. ◀ Establish high quality monitoring processes to capture all relevant data, to ensure regular reporting 	Everyone Active	Short	High

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Rickmansworth School Enhance	School - In house	This good quality 6 court hall (built 2013) offers badminton, indoor cricket and gymnastics. Draft CUA consulted on to meet planning application requirements. This is a key facility for indoor cricket with a 10-year agreement with Hertfordshire County Cricket. There is also a swimming pool 3 lanes x 24.5m, also in good condition and a 31-station health and fitness gym.	<ul style="list-style-type: none"> ◀ Continue to monitor and support community use of facilities. ◀ Support clubs using the facility with workforce development if required. ◀ Ensure that CUA does not become bureaucratic and potentially harm the good levels of community use. ◀ If possible, look to increase usage at the School. 	TRDC, School	Short	Medium
Nuffield Health at RMS Protect	Independent School - In house	8 courts above average sports hall (built 2000) used by a wide variety of clubs including badminton, small sided football, futsal, fencing, soft ball and kickboxing. 25 station health and fitness above average also 2 studios and 4 good quality squash courts.	<ul style="list-style-type: none"> ◀ Continue to monitor and where possible support community use of facilities. ◀ Support clubs using the facility with workforce development if required. 	School, TRDC, Commercial operator	Medium	Medium
Merchant Taylors School Protect	Independent School – In house	4 courts sports hall (below average quality) and 6 lane x 25m swimming pool. Pool and changing facilities are below average. There are also x2 squash courts also below average in quality. This is a key facility for indoor cricket and for swimming clubs (x8) as it is the only pool capable of accommodating competitions in the area. The school has ambitions for £20m investment which includes new sports hall and swimming pool although this is not confirmed.	<ul style="list-style-type: none"> ◀ Continue to monitor and, where possible, support community use of facilities. ◀ Support clubs using the facility with workforce development if required. ◀ Carry out a feasibility study to explore the facility mix for the £20m aspirational development. Consider a competition specification swimming pool. 	School TRDC	Medium	Medium

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St Clement Danes School Protect	School – In house	This below average 4 court hall offers 'Back to Netball', football, futsal, cricket.	<ul style="list-style-type: none"> ◀ The School should prioritise enhancing the quality of the current facilities. ◀ Work with partners to increase community use where possible. 	School	Medium	Medium
The Reach Free School Protect and Enhance	Academy In house	Opened in 2018, this new facility is developing its community programme. This School has a CUA in place for the sports facilities.	<ul style="list-style-type: none"> ◀ Ensure the CUA is monitored. ◀ Ensure that the School continues to extend its programming complementing other sporting activity in the District. 	School, TRDC	Short	High
Thomas Parmiter Sports Centre Protect	School In house	This above average 4 court sports hall built in 1996 was refurbished at 2009. The site offers badminton, basketball, small-sided football, futsal, volleyball, cricket and offers Pay and Play. The 23-station health and fitness gym is below average in quality and there is a studio.	<ul style="list-style-type: none"> ◀ The School should maintain the quality of facilities. ◀ Work with partners to increase community use where possible. 	School	Medium	Medium
William Penn Leisure Centre Protect	Local Authority Leisure Operator	This key local authority facility has a 4-court sports hall. Activities taking place in the sports hall are badminton, Back2Netball, Active Life recreation and taekwondo. There is a 4 lane 25m pool with learner pool also above average in quality. The 86-station health and fitness, above average in quality. There are also two squash courts above average in quality. This is the only sports hall (3+ courts) in the District offering daytime activity.	<ul style="list-style-type: none"> ◀ Drive increase in participation, particularly on the dry-side as it has daytime (off peak) capacity. ◀ Consider making additional provision available for recreational gymnastics via programming. ◀ Maintain and where possible improve the quality of the facilities on offer. 	Everyone Active TRDC	Short	High

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<p>Croxley Danes School</p> <p>Provide</p>	<p>School</p>	<p>The new school building is planned to have a new 4 court sports hall.</p>	<ul style="list-style-type: none"> ◀ Continue to monitor progress. ◀ Ensure initial community use programming complements other activities in the District ◀ Ensure that a CUA is in place when the new sports hall is built. 	<p>School</p>	<p>Medium</p>	<p>Low</p>
<p>Commercially operated facilities</p>		<p>There is a plethora of commercially operated facilities including health and fitness, swimming pools etc which all contribute to the diverse offer of facilities available across Three Rivers.</p>	<ul style="list-style-type: none"> ◀ Continue to monitor use and understand how these facilities complement other activity across the District. ◀ Ensure that facility developments complement and do not compete with TRDC owned and developing facilities. 	<p>TRDC Planning, Leisure, commercial operators</p>	<p>Medium</p>	<p>Medium</p>

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PART 5: HOW WILL TRDC BE MEASURED?

The Leisure Facilities Strategy identifies the investment and actions required to deliver and maintain a high-quality built facilities infrastructure for Three Rivers for the period up until 2036. A measurement mechanism is identified for each strategic priority. It is important that the Strategy is (and is treated as) a live document and used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component contributing to the quality of life of Three Rivers residents.

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

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

In particular, the annual review process should include:

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

The outcome of the five-year review will be to develop a new annual and medium-term action plan for leisure facilities across the District.

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APPENDIX 1: PLANNING GAIN CONTRIBUTION TOOLKIT

Introduction

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

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

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

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

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

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

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

- ◀ Three Rivers Indoor Leisure Facilities Needs Assessment Report: January 2019
- ◀ Three Rivers Indoor Leisure Facilities Strategy: February 2019

Process

Step 1	Determine the key indoor sports facility requirement resulting from the development	Navigation
	<p>The key tools to assess this are provided within Sport England's Sports Facility Calculator which is accessed via the Active Places Power website. https://www.activeplacespower.com/</p> <p>This will enable you to determine the demand for sports halls, swimming pools and indoor bowls facilities that the new population from a development generates.</p>	<p>Access to the calculator is restricted and requires a username and password to be set up.</p>

The Three Rivers strategy provides an estimate of future demand for key indoor sports facilities based on population forecasts as a result of key housing growth areas. This key

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demand is translated into units of badminton courts, swimming pool lanes and indoor bowls rinks.

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

Number of dwellings x household occupancy rate¹ = associated population

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

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

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

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

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

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

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

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

There is no clear calculation of the requirements for other indoor sports provision and community centre facilities (not covered by SFC) as a result of a new housing development. In this instance, the Leisure Sports Facilities Strategy should be used to determine the need

¹ National occupancy rate of 2.3 persons per household is used

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for additional facilities within any specific area within the Local Authority. This should take into account the requirement for other dedicated sports facilities if the Strategy identifies this.

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

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

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

In reality, it will take a significantly large development to generate the requirement for a new stand-alone wet and dry leisure centre. Therefore, it is important to identify where other provision may be required as a result of the development in order to determine if this could replace or supplement the need to provide sports facilities or community facilities.

A key example of this is the requirement for primary and secondary school provision as a result of the development. A primary school will require a multi-purpose indoor hall, playground and playing field space to deliver its national curriculum requirements for PE. A secondary school will require at least a three-court sports hall and playing field space in order to deliver its national curriculum requirements for PE.

Therefore, further investigation should be undertaken to identify if the opportunity exists to ensure that community use of the school sports facilities can be guaranteed, thus minimising the potential duplication of facilities. In this instance the 'contribution' associated with the increased demand for sports facilities could be used to enhance the school provision to ensure it was appropriate for community use (e.g. extend fitness facilities, community access arrangements, etc.).

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

The financial, social and sporting benefits which can be achieved through development of strategic sites (also known as hub sites) are significant. Sport England provides further guidance on the development of community sports hubs at:

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

Step 4	Consider if there are existing facilities within close proximity that could be enhanced or extended to accommodate increased demand.	Navigation
	Further investigation is required to determine if there is an existing facility that is close enough to the development site which, if extended /refurbished / remodelled could accommodate the increased demand generated from the new development.	Facility mapping within the Sports Facilities Assessment Report

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

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

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

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

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

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

The development of community hubs is a key focus for many organisations as the benefits derived from the co-location of facilities is often greater than from stand-alone facilities.

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Therefore, there is a need for developers and stakeholders to consider how different facilities may ‘fit’ together. As an example, this could include the following facilities which may be required as part of a development:

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

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

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

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

If the authority considers each housing growth area in isolation then it is unlikely that there will be sufficient demand generated from a single development to warrant a new stand-alone leisure provision, especially swimming pools

As such the Council needs to consider how the cluster of housing developments within the local authority boundary, or relevant cross border area should make a contribution to strategic sport and leisure facilities. As discussed previously, this may be to provide new provision or to enhance existing in order that it can accommodate increased demand.

This in turn requires the Council and developer to consider the wider housing growth within the area which may also include that within a neighbouring authority. Where the combined increased demand generates the requirement for a strategic facility this should be pooled via developer contributions to a strategic development.

However, it should be noted that the contribution may go towards a facility which is outside of the local authority boundary but reflects how people will live their lives within that specific development.

In order to calculate the contribution from each housing development into a strategic leisure facility fund the Council should use the Sport England Sports Facilities Calculator. Using the population growth and process identified from stage 1 this will provide a basis for negotiation with developers on the contribution from each development.

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Checklist summary

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