



BOLSOVER DISTRICT COUNCIL INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN 2016- 2033

AUGUST 2017

Quality, Integrity, Professionalism

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

MANAGEMENT CONSULTANTS

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

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



BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

CONTENTS

INTRODUCTION	5
LOCAL CONTEXT	7
ASSESSMENT REPORT RESEARCH FINDINGS	10
STRATEGY VISION AND OBJECTIVES	14
ACTION PLAN.....	18

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

GLOSSARY

APS	(Sport England) Active People Survey
BDC	Bolsover District Council
CIL	Community Infrastructure Levy
FPM	(Sport England) Facilities Planning Model
NGB	National governing body (of sport)
NPPF	National Planning Policy Framework
ONS	Office of National Statistics
SE	Sport England

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for Bolsover District Council (BDC) for the period 2016 – 2033. Recommendations made are drawn from the Assessment Report, researched and prepared between April – September 2016 by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP). The Assessment Report and Strategy were prepared in accordance with the 'Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG, Sport England, December 2014).

As the commissioning body for the Strategy, BDC's key priorities are set out in its corporate plan 2015-2019 and its Sustainable Community Strategy refresh 2013-2020. Its vision is "to enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District". To support this the Council has four 'values', which are that it:

- ◀ Will show respect, honesty and openness in everything it does.
- ◀ Will challenge itself and change for the better.
- ◀ Is proud and passionate about what it does.
- ◀ Will work with partners to provide quality services.

Working with partners, the corporate aims to support this vision are:

- ◀ Unlocking **growth** potential
- ◀ Providing its **customers** with excellent services
- ◀ Supporting its **communities** to be healthier, safer, cleaner and greener
- ◀ **Transforming** the organisation.

The key issues identified in most local strategies is the requirement for a real focus on improving quality of life in the District. The core message running through them is:

- ◀ Improving the quality of life of local residents.
- ◀ Reducing health inequalities.
- ◀ Developing communities.
- ◀ Reducing levels of inactivity.

Increased participation in sport and physical activity (and, therefore, positive contribution to the health and wellbeing agenda) will only be achieved via the targeting of increasingly scarce resources. It is essential that partners appreciate the importance of sports provision, the extent to which it is accessible and available to the community and the need for 'the offer' to be developed based on the local communities' needs.

Partners

This is a strategy for the District. Whilst BDC is the key driver, it is expected that plans and actions emanating from it will be delivered in collaboration with other key stakeholders and be predicated upon them accepting and taking responsibility for different aspects of its implementation. A partnership-based approach is necessary to make best use of the assets and resources available to drive the development of sport and physical activity in Bolsover. This Strategy has involved, and taken account of the views of, a range of agencies. Implementation will require input from, for example, Facilities for All, specific national governing bodies of sport (NGBs), the Bolsover Clinical Commissioning Group (CCG), local clubs, Derbyshire Sport, Derbyshire County Council (DCC), Sport England, businesses, other leisure centres and schools.

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

Key strategic outcomes

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

- ◀ That the health and wellbeing of District residents is improved and maintained by being active.
- ◀ That a lifelong interest in sport and physical activity is created among young people and older people are encouraged and assisted to remain active for longer.
- ◀ That all Bolsover residents have the opportunity to take part in physical activity to contribute positively to their health and wellbeing.
- ◀ The Council is able to formulate a positive and reasonable response to the increasing pressure on financial resources within BDC and DCC.
- ◀ That BDC works effectively with partners to ensure that facilities and infrastructure are provided to support and enhance sustainable communities in the District.
- ◀ That facilities and the programmes of activity they accommodate and enable will continue to contribute to reducing health inequalities across the District for all age groups.
- ◀ Informed planning ensures that increases in population are supported by appropriate indoor sport and leisure infrastructure that takes account of the needs of an ageing population.

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

LOCAL CONTEXT

Bolsover is a local authority district in Derbyshire in the East Midlands. The surrounding local authority areas of Chesterfield, Rotherham, Bassetlaw, Mansfield, Ashfield, Amber Valley and North East Derbyshire; all have little or no populations within the immediate areas that adjoin the district. The M1 dissects it in the North West and from the centre to the South of the District. It is predominantly rural with main settlements at Clowne, Bolsover, Shirebrook and South Normanton towns.

Bolsover has a population of 77,155¹. The age structure and profile is broadly comparable to that of the region with a slightly lower proportion of people aged 20-24 and a slightly higher proportion of people aged 40-74.

More than one third (35.6%) of the District's population reside within the most deprived 30% nationally. Conversely, 9.5% live within the three least deprived groups (nationally this is 30%). At 4.3% unemployment in Bolsover is below both national (5.2%) and regional (4.7%) averages although earnings are 23.7% below national and 14.9% below regional averages.

Adult obesity (32.0%) is significantly above national (24.0%) and regional (25.5%) averages; whilst child obesity rates (at 20.5%) are comparable with national (19.1%) and regional (18.5%) rates. Child rates also increase significantly between reception and Year 6, by which time just under one third of children (32.6%) are categorised as being either overweight or obese.

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

According to the 2011 Census, 98.1% of the local population classifies its ethnicity as White; much higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 0.8%; markedly lower than the national equivalent (7.8%).

Over the decade to 2025, ONS projects that the number of people living in the District of Bolsover will rise by 3,057 (5.5%). There will be continuous change in the age structure of the resident population over this period with increases in a number of age groups expected. ONS indicates an up to 27% increase in the 65+ age group and up to 11.2% for the 55-64 year olds. It is predicted that there will be a reduction in the number of 35-44 year olds (-6.7%) and 45-54 year olds (-14.4%). The net result will be an increase in the District population of 5.5% by 2025.

These trends are maintained to 2037 with a projected increase of 61.5% of those aged 65+ and an overall increase of 9.5% in the general population. This may affect demand for indoor sports facilities (or at least traditional uses thereof) at peak times but may also lead to an increase in demand during the day time; as experience shows that older people tend, comparatively, to make more use of facilities during the day than in evening periods.

¹ Source: ONS 2014 Mid Year Estimate

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Sport England's market segmentation data indicates that participation, sports tuition and sports club membership are comparable with national/regional averages. In common with many other areas, gym sessions and swimming are among the most popular activities and are known to cut across age groups and gender. In Bolsover, approximately one in nine adults goes to the gym at least once a month, with nearly one in eleven adults going swimming.

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

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

Planning

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

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

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

Housing growth in Bolsover

Table 1 outlines how the Draft Bolsover Local Plan proposes to distribute residential development, along with the likely increase in population throughout the District during the plan period 2015 – 2033:

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Table 1: Proposed housing development in Bolsover

Type of settlement	Place	Residential (dwellings)	Additional Population (x 2.3)
Urban: Small Town	Bolsover	1,723	3,962
	Shirebrook	658	1,513
Transitional: Emerging Town	South Normanton	207	476
	Clowne	1196	2,750
Rural: Large Village	Creswell	277	637
	Whitwell	200	460
	Pinxton	0	0
	Tibshelf	227	522
	Barlborough	157	361
Total		4,645	10,681

Table 1 shows overall recommended growth level of 4,645 dwellings which will lead to an estimated increase in the population of 10,681

The current resident population in Bolsover is 77,155 (based on the 2015 MYE)². Building on the current housing allocations and options that the Council has identified there will be a need to ensure that contributions from all new developments are secured to provide for the sporting needs arising from the residents of that development.

Sports facility requirements

Using Sport England's Sports Facility Calculator³ it is possible to estimate the requirement for additional indoor sports hall and swimming pools across the District using the total increase in population of 10,681. Table 2 shows the estimated requirement with costs of provision

Table 2: Estimated swimming pool and sports hall requirement with estimated costs

Facility	Estimated cost
3.03 badminton courts	£1,627,700
2.16 lanes of a 25m pool	£1,944,550
Total cost	£3,572,250

*Based on the average national occupancy rate of 2.3 persons per household

In terms of overall new facility requirements⁴ Table 2 identifies that neither facility type will generate enough demand for an additional new facility in its own right at this stage. Potential specific facility improvements in the vicinity of the key growth sites (particularly in Bolsover and Clowne) have been identified in the strategy action plan. The exact nature and location of provision associated with these developments should be fully determined through the local planning process. In essence the Council will need to use the evidence base to

² Source: ONS 2015 Mid-Year Estimates

³ More information on the Sports Facility Calculator can be found here <https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/sports-facility-calculator/>

⁴ 4, (using a four court hall, 25 x 4 lane pool as a minimum)

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

determine which developments could fund built facility provision and if this is appropriate use of planning gain resources.

ASSESSMENT REPORT RESEARCH FINDINGS

The following section summarises the key findings of the Needs Assessment Report. These enable key conclusions to be drawn:

Sports halls

- ◀ There are seven main sports halls in Bolsover District with a further seven within one mile of the local authority border. Four of these are located to the west of the authority.
- ◀ The majority of the main sports halls in District are assessed as being in above average or good condition apart from Shirebrook Leisure Centre sports hall which is rated as poor.
- ◀ Half the population lives within a 20-minute walk (radial catchment) of a sports hall.
- ◀ Existing sports halls are located in more densely populated areas. The town of Bolsover, however, has a sports hall at the high school which restricts community use, especially during the day time.
- ◀ Facilities are not accessible (on a walk to basis) to approximately half of residents living in areas of high deprivation, unless they have access to a car or public transport.
- ◀ The five sports halls located on school sites make some level of community use available. This is, inevitably, limited during the school day.
- ◀ Sports halls have a valuable function supporting local sport and teams to train and compete. NGBs indicate that current access to and quality of venues is adequate to meet local demand.
- ◀ The primary focus of NGB performance pathway activity is located elsewhere in Derbyshire.
- ◀ There is no current, apparent coordination of programming of key sports or at different sites.
- ◀ Market segmentation data identifies latent demand for sports hall based activity.
- ◀ There is no obvious requirement for a larger sports hall in Bolsover District.
- ◀ Bolsover has an over-supply of quality and available sports halls in terms of number, capacity and distribution, by five courts. This reduces to an oversupply of three courts by 2028. Some 'surplus' supply is normally required to allow for peaks and troughs of demand. This takes account of imports and exports and the rural nature/population catchment within the District's towns, as well as the need for school halls to accommodate community use.
- ◀ Satisfied demand is relatively high at 91.7% and unmet demand 8.3%, almost exclusively due to people living outside of facility catchment (99.9%); mostly due to lack of access to a car.
- ◀ Unmet demand is equivalent to a shortfall of two badminton courts by 2028, and is unlikely to have changed by 2033.
- ◀ If Bolsover is to meet all of its own needs including future population increases, this will result in a demand for an additional two badminton courts of sports hall space by 2037 in comparison to what is currently required.

Swimming pools

- ◀ There is presently one community accessible pool in the District of Bolsover; Creswell Leisure Centre. It does not meet standard size measurements and is rated as below average.
- ◀ Just 5% of the population lives within a 20 minute walk time catchment of Creswell.
- ◀ The Authority is planning to close it and open a new facility with main and teaching pools at GoActive@theArc in nearby Clowne. This is due to open in January 2017.
- ◀ There are two main swimming pools within one mile of the authority located adjacent to the North West and South West of the District. Queens Park Leisure Centre in Chesterfield (which has a new eight lane facility is approximately three miles from Bolsover's border).
- ◀ Population forecasts suggest that people aged 65+ will make up a quarter of the population by 2028. This age group is more likely to participate in swimming, suggesting that this may be accompanied by an increase in demand for swimming in the locality.
- ◀ Currently no club is based at Creswell Leisure Centre; Swim England would like to see a new

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

club based at the upcoming swimming pool facility at GoActive@theArc in Clowne

- ◀ FPM calculated satisfied demand is relatively low at 86% and unmet demand 14%, almost exclusively due to people living outside of the facility catchment. The majority (89%) of these are restricted by their lack of access to a car.
- ◀ By 2033 unmet demand will be 15% of total demand equivalent to a shortfall of 132m² of water-space, or approximately 2 lanes of a 25 metre community pool.
- ◀ A very high level, 77%, of satisfied demand is met outside of the district in pools in neighbouring authorities.
- ◀ If Bolsover wanted to meet its own demand entirely it would need to provide water space equivalent to almost 3 six lane 25 metre pools. The new facility at Clowne would only offset demand by one pool.

Health and fitness

- ◀ Including commercial and smaller facilities, there are 247 fitness stations available in the District.
- ◀ The five health and fitness suites with 20+ stations in Bolsover which offer community use have a total of 196 stations.
- ◀ The largest facility was Cawgym with 60 stations but this has been superseded by Go Active with 100 stations (2017).
- ◀ Facilities are generally located in the more populated areas of the authority. Bolsover Town area, however, is not served by a main health and fitness suite.
- ◀ 42% of residents live within a 20 minute walk mile walk of a health and fitness suite and all live within a 20 minute drive.
- ◀ The majority of facilities assessed were rated as good or above average.
- ◀ Only two of the five main health and fitness suites are local authority owned so it is important that these remain affordable and accessible to the wider community.
- ◀ UK penetration rates suggest a current shortfall of 140 stations, set to increase to a shortfall of 220 by 2033, based on current supply.
- ◀ Provision of health and fitness facilities is key to underpinning the business case for multi sports facility venues; the new development at Clowne, the GoActive@the Arc facility' includes an expansion of its health and fitness suite by 55 stations.
- ◀ Studios are an important part of the wider health and fitness offer and can be particularly important in attracting hard to reach groups; there are seven identified studios at five different sites across Bolsover, all of which are considered to be in above average or good condition. In addition, the new facility at GoActive@the Arc will also have two studios and a dedicated cycle studio
- ◀ The majority of studios are located in the North of the District, in Clowne. The remaining two are in the South. The densely populated areas of Bolsover Town and Shirebrook do not have any studios.
- ◀ The disparate nature of management of studios can make it difficult to co-ordinate the sport and physical activity offer they make. It is, nonetheless, important that they are considered and used to engage the inactive, the overweight and people from hard to reach groups.

Squash courts

- ◀ There are currently three squash courts available at two sites in Bolsover.
- ◀ The two sites are located in densely populated areas, however there are pockets of high population without access to a court in their locality.
- ◀ All three courts are assessed being of below average quality
- ◀ All are available for community use.
- ◀ Neither facility reports high demand for increased usage of courts at any time. The courts reportedly attract limited daytime use.
- ◀ The three current squash courts appear to be meeting current demand.

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

- ◀ There is a potential loss of one court at Creswell Leisure Centre; the operator believes that existing demand can still be met by the one remaining court.
- ◀ This could have an even greater detrimental effect on squash in the area as it may lead to less likelihood of a club or internal/external leagues being formed.
- ◀ Sport England market segmentation suggests some level of potentially increased demand and protection of courts is a primary focus for the NGB to ensure adequacy of supply.

Summary

BDC:

- ◀ Recognises the importance of the current leisure facility stock to the health and well-being of its residents
- ◀ Understands the requirement to take account of this in its planning to meet future needs.
- ◀ Appreciates the importance of working with partners to maintain and extend the facility base in the Authority.
- ◀ Appreciates the need to ensure coordinated programming within its own facilities to maximise levels of physical activity opportunity and increase levels of participation
- ◀ Recognises the need to work in partnership with other bodies to achieve this.

The situation is relatively simple, given that there are relatively few facilities in a District with a small but dispersed population. The service providers include Fitness for All, schools and the local authority itself. With regard to specific facilities the Assessment Report confirms the following:

- ◀ Key indoor sports halls are in the main population areas. The quality of the majority of sports halls is either good or above average but it is incumbent on BDC and partners to drive community access and encourage schools to plan strategically. Shirebrook Leisure Centre sports hall is rated as poor.
- ◀ The current stock of sports halls is generally well used by the community, although access is limited during the day at facilities on school sites.
- ◀ All current demand for sports hall activities in different sports appears to be accommodated in the current stock of facilities.
- ◀ The District has only one accessible pool. The new facility at Clowne should extend the swimming offer but will not alleviate the under supply of swimming space available in the District. Management of the new facility will need to balance income generation (making the facility financially viable) and encouraging increases in participation from harder to reach groups.
- ◀ There is a range of health and fitness providers across the District; the main issues are whether facilities are accessible to/affordable for the whole community, given the importance of getting and keeping people active and whether there will be enough to satisfy demand given the current shortfall.
- ◀ Increases in the proportion of the population which is older may lead to greater demand for facilities during the day. Consideration needs to be given to trying to find alternative facilities and activities which can link to the key aim of getting the inactive active, whilst maintaining current levels of activity within the population.

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

STRATEGIC PRIORITIES

The key strategic priorities to be considered in delivering this strategy include the need to:

- ◀ Recognise and ensure that sport and leisure facilities make an important contribution to quality of life in the District.
- ◀ Ensure that BDC owned facilities contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities.
- ◀ Ensure the financial viability of the new swimming and fitness centre opening in Clowne.
- ◀ Address the under-supply of swimming pools, sports halls and health and fitness stations and studios in the District.
- ◀ Take action to ensure that communities living in/adjacent to the larger towns of Bolsover, Shirebrook and South Normanton are better served either by appropriate sport/leisure opportunity in their localities or possibly via improved orchestrated access to venues located in, for example, neighbouring authorities.
- ◀ Subject to relevant planning considerations, support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ◀ Continue to develop and maintain relationships and work through the sports development unit, BDC and leisure providers/partners which offer potential to make facilities more accessible to the community especially during the day (in particular secondary schools in the District).
- ◀ Improve the breadth, depth and quality of data collected (and shared) and the associated monitoring and analysis of facility usage (and sports development activity) to inform future marketing, promotion, programming and pricing.

Planning

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

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

BOLSOVER DISTRICT COUNCIL

INDOOR SPORT FACILITIES STRATEGY

STRATEGY VISION AND OBJECTIVES

To work with partners to create high quality, sustainable leisure and sports facilities which meet community need, increase participation, help tackle health issues and provide accessible, inclusive activities for Bolsover residents as part of an active lifestyle.

This builds upon the Assessment Report (September 2016) and Sport England's recently released five year strategy 'Towards an Active Nation', which aims to target people who do less than 30 minutes of exercise each week and focuses on less active groups; typically women and girls, the disabled and people from lower socio-economic backgrounds.

BDC's strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Bolsover can be achieved predicated upon the need to ensure that facilities support sport and physical activity programmes that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2033

Strategic objectives

The vision is based upon a clear, achievable framework of strategic objectives (not in any priority) and summarised in the boxes below. The three main themes of the strategy to *protect, enhance and provide* reflect Bolsover's priorities and Sport England's planning aim and objectives for sport. It is recommended that BDC and its partners adopt the following strategic objectives (as policy) to enable the above vision to be achieved:

Objective 1: Protect

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

Objective 2: Enhance

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

Objective 3: Provide

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

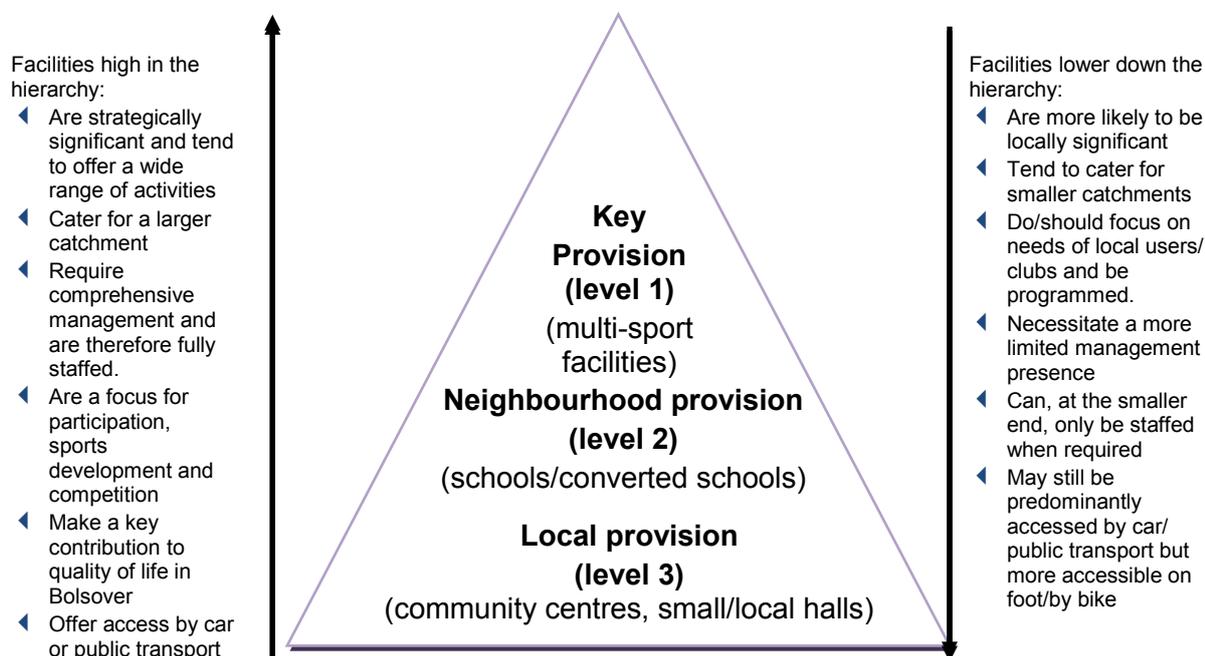
Facility hierarchy

BDC and partners will consider how the network of leisure and sports facilities across the District can work to maximum benefit. Where possible each facility will be set up to perform a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and well-being. There is a need to develop a sports facility hierarchy in Bolsover in which specific venues have distinct roles and functions; carry differing levels of community importance, operational weight and related staffing.

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

In parallel, it is important that facilities have a defined function from a user perspective. Hence district wide and key community facilities deliver orchestrated physical activity geared to extending participation and improving health whilst neighbourhood facilities offer accredited clubs opportunities to develop their sports. Broad principles are illustrated in the hierarchy diagram shown below, whilst key principles are as shown in Table 1.

Figure 2 Facility hierarchy – core principles



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

Table 1: Proposed facility hierarchy – site designation and definition

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

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Designation	Role and function
Neighbourhood provision: education or multi sports hubs	<ul style="list-style-type: none"> • Contributes to quality of life of residents within the local community, and provides a range of opportunities to participate. • Generally either stand-alone community facilities or dual use sports facilities on school sites. • Venues with potential to host locality/town-based local events. • A base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. • Core venue for health and fitness activity in the local area. • Core venue to accommodate Bolsover's Learn to Swim (where a pool is available). • Options for sports organisations to train, play and compete. • Supports the voluntary sector to raise standards with respect to coaching, coach education, administration and volunteer development. • Use reflects demographic profile of the local community and draws in people from immediately adjacent rural areas. • Improves quality of PE and school sport opportunity for young people attending the school at which it is located.
Local provision Community centres and village halls	<ul style="list-style-type: none"> • Tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings. • Where in the vicinity of neighbourhood provision it should seek to complement programming and the range of opportunities offered to the locality. • Contributes to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity. • Provides opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. aerobics. martial arts). • Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.

Facility development

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

Enhancing facility management and operation

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

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

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

In delivering this BDC and partners will need to consider:

- ◀ How partners might work together to develop an holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) relationships are developed and maintained with schools across the District, seeking to 'even out' the range of presently disparate management arrangements currently in place.
- ◀ How to ensure that price is progressively tackled as a barrier to participation; especially for young people, older people and economically challenged residents.
- ◀ How developer contributions from housing developments can be used to help address current and projected future demand for sport and physical activity facilities and/or opportunities.

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

ACTION PLAN

The following actions are relative to the overall management and programming of key facilities in Bolsover. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access).

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
District wide programming Provide	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	Analyse current facility programming across all venues in the District Define the role of each facility within the wider community use offer across Bolsover Develop a site by site action plan for improving programming across the District	All	Short	Schools & community centres	High
Community use agreements Provide	Increasing the amount of time available at the current stock of sports halls to the community.	Working with partners, identify available time (daytime and evening) during which it may be feasible to allow/extend community use. Consider this on a site by site basis with a view to planning to provide capacity to accommodate an increased volume of opportunity for older people.	All sites	Short	Schools	High
Sports halls Provide	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: <ul style="list-style-type: none"> ◀ Key holder access to/for specific sports groups ◀ Designing in good access to new facilities ◀ Working with schools to accommodate community based organisations ◀ Use of CIL receipts (if available)for schools to improve community access 	Level 2 facilities	Short	Schools	Medium
Swimming pools Provide	The under-supply of water-space in the Authority.	Analyse and assess programming at Clowne to ensure that swimming participation is increased year on year. Consider whether and how private facilities or those outside Bolsover can be used to supplement, for example, swimming lessons to ensure that people/children in more rural areas can gain improved access to swimming and other aquatic activities.	Level 2 facilities	Short	Private operators	Medium

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
		Work with private leisure companies to consider investing in the District with a view to increasing water space.				
Health and fitness suites and studios	The under-supply of health and fitness suites and studios across the District.	Work with partners to identify potential opportunities for developing new health and fitness facilities (which are financially sustainable) in locations which currently have an undersupply.	Level 2 and 3 facilities	Medium	Private operators	Medium

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Incorporating Level 3 facilities into the broader activity portfolio Provide	Improve understanding of the potential and capacity of Level 3 facilities to add to the physical activity offer	BDC to: <ul style="list-style-type: none"> ◀ Identify a project coordinator to lead on this element of work ◀ Review Level 3 facilities to see which are in a position to enable them to increase physical activity. ◀ Consider how they fit into the wider programming offer. ◀ Identify improvements to Level 3 facilities to ensure that they are fit for purpose). 	Level 3 facilities	Medium	Parish councils Community groups Private facilities	Medium
Planning Protect, Enhance, Provide	To recognise the importance of this study and ensure recommendations are acted upon.	BDC to: <ul style="list-style-type: none"> ◀ Adopt the recommendations in this Study ensuring that they are encapsulated in its planning policy documents (Local Plans) and other relevant strategies as appropriate. ◀ Set out priority development for which funding should be allocated through CIL/Section 106 and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan. ◀ Consider whether revenue savings generated via closure of Creswell Swimming Pool (taking account of increased income and improved efficiencies at Clowne Leisure Centre) can be capitalised and used as a sports facility fund to stimulate investment in the quality of remaining facilities 		Medium	Planning & Leisure Team	High

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
		across the District..				
Monitor and review	Keeping the Facilities Strategy relevant and up to date	BDC to: <ul style="list-style-type: none"> ◀ Complete a light touch annual review of the study; ◀ Undertake a complete review within 5 years of its implementation. 		Medium	BDC	High

The following actions relative to each of the District's key facilities is identified overleaf.

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
GoActive@theArc (Key provision)	BDC	<p>Refurbished in 2014</p> <p>This has a four court hall and 45 station health and fitness suite. The building is currently having a swimming and learner pool added, as well as increasing the size of its health and fitness offer.</p> <p>As the primary sport and leisure facility in the District, the key challenge is to ensure that the swimming timetable drives increases in participation whilst balancing potentially increasing financial pressures.</p> <p>e.g. increasing swimming lessons versus increased adult participation</p> <p>Ensure that residents living outside the immediate catchment, especially young people, have access to water space</p>	<p>Continued investment in facilities to maintain them to the best standard possible for as long as possible.</p> <p>Balance strategic district role against needs of local and projected new residents by coherent, pragmatic programming/pricing.</p> <p>Consider developing specific programmes, taking account of transport needs, to ensure that the new swimming facility becomes relevant to new users.</p> <p>Ensure that residents using indoor facilities have a clear pathway through to higher standard of playing by maintaining and/or developing links with elite sport held in Derby and other specific facilities.</p>	BDC Relevant NGBs	Short	High	Enhance
		<p>Ensure that the needs of different market segments (especially the hard to reach) are</p>	<p>BDC to analyse membership data on a regular basis with a view to identifying</p>				BDC

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
		met given, what is likely to be, high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming).	who is gaining access to which facilities. Consideration to be given to introducing incentives to get the inactive more active. Ensure all sports are considered as part of the programming mix.				
Frederick Gent School (Neighbourhood provision)	Commercial	Is above average quality, with over 40 hours of community use including badminton, 5 a side, cricket nets., This facility offers significant community access, although it is not available during the day. A key challenge is ensuring that it remains available to the general public and maintains its quality and varied programme of activities.	Define the role of the facility for the local population within the wider community use offer in Bolsover Consider how it can contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.	The School	Medium	Medium	Provide and Protect
Creswell Leisure Centre	BDC	Ensuring that participation in activity continues in the area of Creswell even when this facility is taken out of commission.	Consider Creswell as a priority area for investing in local or new facilities (assuming capitalisation of revenue described above) to ensure local population can access health and wellbeing programmes of activity following the closure of the swimming pool.	BDC	Medium	High	Provide and Enhance
Tibshelf Community School (Neighbourhood provision)	Education	The sports hall is in good condition with above average changing rooms. The school offers over 40 hours of community access each week offering a range of sports including, for example, netball, football, cricket, basketball, badminton. A key challenge is ensuring that it remains available to the general public and maintains	Define the role of the facility within the wider community use offer in Bolsover Consider how it can continue to contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.	Tibshelf Community School and BDC	Medium	Medium	Provide and Enhance

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
		its quality and varied programme of activities.					
Heritage High School (Neighbourhood provision)	Education	This has a 4 court hall and 15 station fitness suite. The hall is good with above average changing facilities. It offers 40+ hours of community use including programmes of gymnastics, cricket, martial arts and badminton. A key challenge is ensuring that it remains available to the general public and maintains its quality and varied programme of activities.	Define the role of the facility for the local population within the wider community use offer in Bolsover. Consider how it can continue to contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.	Heritage High School and BDC	Medium	Medium	Provide
Shirebrook Academy (Neighbourhood provision)	Education	The 4-court sports hall is good quality as are the changing facilities. Its programme of activities includes gymnastics, football, badminton The key challenge is to ensure that programmes of activity complement other activity in the District. A key challenge is ensuring that it remains available to the general public and maintains its quality and varied programme of activities.	Define the role of the facility for the local population within the wider community offer in Bolsover. Consider how it can contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.	Shirebrook Academy and BDC	Short Short Short	High Medium Medium	Enhance

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Shirebrook Leisure Centre (Neighbourhood provision)		<p>Refurbished in 2009, the 4-court sports hall and, changing rooms are rated as poor, however, the 24 station health and fitness suite are all deemed to be above average. It has a below average quality glass back squash court. The programme includes badminton, table tennis, cricket nets, martial arts, squash and short mat bowls.</p> <p>The key challenges is the potential increase in maintenance costs due to the age and condition of the facility.</p> <p>Consideration of how this facility fits into wider community programming and talent development across the District.</p> <p>Specific development work is needed to drive participation in squash. Evidence indicates demand for squash will grow given good development programmes in a quality environment.</p>	<p>Continued investment in current facilities to upgrade them to the best standard possible.</p> <p>Define the role of the facility for the local population within the wider community use offer in Bolsover. Consider how it can contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.</p> <p>Improve the quality of the squash court by investing in its maintenance.</p>	BDC	Short	High	Provide /Enhance
The Bolsover School (Neighbourhood provision)	Private Members Club	<p>Offering a main hall and activity halls this facility offers a mix of mainly badminton and indoor football, the facility needs to ensure that its programme offer complements other activities within the District</p>	<p>Define the role of the facility for the local population within the wider community offer in Bolsover. Consider how it can contribute to the wider programming by regularly assessing who is using the facility with a view to engaging the inactive, where possible.</p> <p>Given the lack of facilities generally in Bolsover, consider whether the quality of the health and fitness facilities could</p>	BDC and Bolsover School	Medium	Medium	Protect and enhance

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
			be improved with a view to extending levels of community use,				
Smaller community facilities (Local provision)	Various	Understanding programming, availability and the quality of community facilities is a further challenge for the authority. These are generally small facilities which are spread throughout the District but which enable physical activity to be made accessible to those living in rural and harder to reach areas. If programming of them is commensurate with the wider principles of this strategy then there can be an increase in physical activity via complementary programmes.	A commitment to understanding the sporting offer at these sites needs to be agreed. This should link to integrating/supporting community use of these into the wider Derbyshire network. The potential to start with sites already hosting activity is recommended.	BDC, and CCG	Medium	Medium	Provide and enhance

Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	Driving increases in badminton participation across the District, by ensuring complementary activity across different venues.	Build on the current badminton programme to support the development of the sport across the District. There will be a continual requirement to identify local volunteers to lead and drive increases in participation in badminton. Liaise with schools to improve badminton access and consider alternative sports hall access methods e.g. keyholder access, especially at schools where badminton currently takes place. These include, for example, Heritage High School, Shirebrook Academy, Frederick Gent School and Tibshelf Community School Consider which venues are best prepared to deliver 'Smash	BDC/ Derbyshire Active/facility managers/ Badminton England	Medium	Provide and Enhance

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
		Up' and other badminton programmes.			

BOLSOVER DISTRICT COUNCIL INDOOR SPORT FACILITIES STRATEGY

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Gymnastics	Providing sufficient opportunity for cheerleading, dance, gymnastics, trampolining, ballet and tap dancing. Barlborough Bears Gymnastics and Cheerleading Club is at capacity and operates a waiting list. Shirebrook Gymnastics Club also has a waiting list but is extending its programme during off peak hours from February 2017 at Shirebrook Leisure Centre. Costs of hiring facilities are also increasing, reportedly. A specialist facility would be ideal to meet its demand.	BDC in partnership with British Gymnastics should look favourably and offer appropriate support and expertise to a range of gymnastics clubs in the area to identify whether there is sufficient demand to justify development of dedicated provision within the area. It should consider how gymnastics can come together in the District to advance the idea. There will be a need to consider looking at fundraising options to finance plans.	British Gymnastics/ local gymnastics clubs and BDC	Long	Enhance and Provide
Swimming/ other aquatic sports	Ensuring that the needs of different aquatic activities and community users are satisfied via effective programming and pricing at the new pool are essential.	Given the current shortfall of water space, maintain dialogue between BDC, Swim England, different user groups to ensure that users' needs are considered in the context of the wider swimming programme. Support the development of a local swimming club which will allow young talent, in particular, to progress and support the wider programme of swimming excellence within the county. Consider if and how further water space can be provided to the wider community	BDC, ASA and local groups	High Priority Medium	Provide and Enhance