

SECTION 9

DEVELOPER CONTRIBUTIONS

Planning policy context

National planning context

- 9.1 Planning obligations are typically agreements negotiated between local authorities and developers in the context of granting planning consent. They provide a means to ensure that a proposed development contributes to the creation of sustainable communities, by securing contributions towards the provision of necessary infrastructure and facilities (including sport and leisure facilities) required by local and national planning policies.
- 9.2 The framework for the current system of planning obligations in England is set out in Section 106 (s106) of the Town and Country Planning Act 1990 (as substituted by the 1991 Act) and in Department of Environment Circular 1/97: Planning Obligations.
- 9.3 Section 106 provides that anyone with an interest in land may enter into a planning obligation enforceable by the local planning authority. Such an obligation may be created by agreement or by the person with the interest making an undertaking. Such obligations may restrict development or use of the land; require operations or activities to be carried out in, on, under or over the land; require the land to be used in any specified way; or require payments to be made to the authority either in a single sum or periodically.
- 9.4 Under the new planning system, the legislative framework is provided by the Planning and Compulsory Purchase Bill, 2004 (Sections 46 and 47). This introduces the use of standard charges in addition to the negotiation of planning contributions. There are a number of documents emerging to interpret and provide guidance on the implementation of planning contributions under the new planning system, including the Draft Revised Circular on Planning Obligations (2004).

Planning Policy Guidance Note 17: Planning for Open Spaces, Sport and Recreation

- 9.5 PPG17, published in 2002, emphasises the importance of undertaking robust assessments of the existing and future needs of local communities for open space, sport and recreational facilities.
- 9.6 Local Authorities should use the information gained from their assessments of needs and opportunities to set locally derived standards for the provision of open space, sports and recreational facilities.
- 9.7 With regards the use of planning obligations, paragraph 33 of PPG17 states; "Local Authorities will be justified in seeking planning obligations where the quantity or quality of provision is inadequate or under threat, or where new development increases local needs. It is essential that local authorities have undertaken detailed assessments of needs and audits of existing facilities, and set appropriate local standards in order to justify planning obligations."

Circular 1/97: Planning Obligations

- 9.8 Circular 1/97 states that planning obligations are to be sought only where they are:
- necessary
 - relevant to planning

SECTION NINE – DEVELOPER CONTRIBUTIONS

- directly related to the proposed development
 - fairly and reasonably related in scale and kind to the proposed development
 - reasonable in all other aspects.
- 9.9 Paragraph B7 states that planning obligations have a positive role to play in the planning system. They can provide a means of reconciling the aims and interests of the developers with the need to safeguard the local environment or to meet the costs imposed as a result of development; for example, the full cost of essential community facilities required as a result of a proposed development.
- 9.10 Circular 1/97 also clearly states that developers should not be required to pay for facilities which are needed solely in order to resolve existing deficiencies.

Summary

- 9.11 It is clear that contributions to the provision of leisure facilities is both appropriate and encouraged where the demand from new housing puts an increased pressure on facilities. Although this requirement has statutory support, there is no detailed guidance in terms of calculating the amount that developers should contribute. It is therefore essential that the tests of Circular 1/97 are adhered to and a robust methodology is used.

Proposed methodology

Introduction

- 9.12 There are many factors to consider when devising a robust formula. A well-used method of determining developer contributions is through negotiation between the planning authority and developer. Through the nature of negotiation, methodologies for developer contributions can come under scrutiny and gaps and inconsistencies can often be found.
- 9.13 In the absence of any established methodology that is widely used, PMP propose a developer contribution based on the actual increase in demand from the proposed development and cost of providing a facility to meet that demand. This methodology follows an example from Milton Keynes who have produced a draft Supplementary Planning Guidance (SPG).
- 9.14 PMP consider that the Milton Keynes example is up-to-date (produced March 2004) and provides the ability to justify how each of the figures has been calculated. PMP's recommended approach looks directly at the actual increase in demand for indoor sports facilities. This provides a robust basis for decision-making as it is a fair process that can be applied to any development.

Milton Keynes Draft Supplementary Planning Guidance on Open Space Sport and Recreation – March 2004

- 9.15 Following the good practice guide of 2001, Sport England have published a good practice tool kit on their website to assist Local Authorities in devising appropriate contributions to open space and sport/leisure provision.

SECTION NINE – DEVELOPER CONTRIBUTIONS

- 9.16 As part of this, Sport England, in partnership with Milton Keynes Council and English Partnerships has set up a joint pilot project to help the Council ensure provision for open space, sport and recreation keeps pace with the significant growth planned for Milton Keynes. A draft SPG has been produced as part of the pilot detailing the approach to open space provision.
- 9.17 Although not yet adopted, this is an up-to-date approach with Sport England support and has therefore been applied to a St Albans example.
- 9.18 Reference should be made to Appendix J, which sets out the methodology used by Milton Keynes for swimming pool and sports hall provision.
- 9.19 The first step identified is to calculate the provision required per 1,000 population. The Milton Keynes example states that Facilities Planning Model Parameters and 2001 Census data were used. In 2004, Sport England published a revised facility demand model and the Sports Facility Calculator tool. This allows calculations to be made based on a number of demand parameters, for the provision of indoor facilities required for a given population. These parameters are based on real data collected through surveys, national statistics and feedback from local authorities to indicate participation rates and 2001 Census data to indicate population levels.
- 9.20 PMP has its own demand model, Mapping the Future™. The assumptions used as part of this model as with the Sport England demand model/Sports Facility Calculator are based on real data from national statistics and surveys of usage patterns (see information included in Appendix L).
- 9.21 The age and sex breakdown of the population is based on 2005 projections, based on the 2001 Census data and age profile for St Albans City and District, and applied proportionally to 1,000 of the population (see Appendix K, Tables 1 and 2).
- 9.22 This population breakdown is then inputted into the demand model as per Appendix J and discounts people above the age of 79 on account of the low participation rates. The model then calculates the amount of indoor sports facility provision required to meet the demand of this specific population, broken down into swimming pools, sports halls and health and fitness. For swimming pool and sports hall provision, this demand is based on (devised through national statistics/surveys):
- rate of participation
 - participation numbers
 - frequency of participation
 - visits per week
 - peak visits.
- 9.23 Similar parameters are used to calculate demand for health and fitness and are based on industry participation research and were highlighted in earlier sections of this report.
- 9.24 The end figure for each type of facility represents the ‘*useful area*’ (i.e just the swimming pool itself and courts).
- 9.25 This calculation has been done for 1,000 of the population of the City and District (see Appendix K) and provides the following requirements:

SECTION NINE – DEVELOPER CONTRIBUTIONS

- 10.51m² of swimming pool provision per 1,000 population
 - 51.23m² of sports hall provision per 1,000 population
 - 20.84m² of health and fitness provision per 1,000 population.
- 9.26 The demand model, Mapping the Future™, indicates that 0.3 courts are required per 1,000 population. According to the Milton Keynes example, a four court sports hall including ancillary accommodation (e.g. circulation, reception) equals 683.1m². One court therefore equals 170.775m² and 0.3 of one court equates to 51m².
- 9.27 Due to the profile of health and fitness users, modelling calculations assess the level of demand from the adult population within the City and District, 699 people aged 15 to 69 years. The demand model indicates that 4.63 stations are required per 1,000 population. According to industry benchmarks, one station equates to 4.5 m². 4.63 stations therefore equal 20.84 m².
- 9.28 Looking firstly at swimming pools, the Milton Keynes example provides two costings for the construction of a swimming pool, averaging the cost out to £16,424.40 per square metre of water. These costings (as shown in Appendix J) are based on 'Swim 25' commercial product costings and Building Cost Information Service (RICS) costings. It should be noted that these costs are based on the second quarter 2003 prices and will need to be adjusted according to 2005 prices.
- 9.29 The methodology then multiplies the cost per square metre by the area requirement per 1,000 population and divides this by 1,000 to provide a figure per person.
- 9.30 This is worked through as follows:
- Cost per square metre of water is £16,424.40 * 10.51m² (requirement per 1,000 population) = £172,620.44
- Contribution requirement per person (divide by 1,000) = £172.60
- 9.31 For sports halls and health and fitness (included together i.e. 51.23 m² + 20.84m² = 72.07m²), costs would be significantly less and are worked through as follows:
- Cost per square metre of courts and health and fitness is £1,187 * 72.07m² (requirement per 1,000 population) = £85,547.09.
- Contribution requirement per person (divide by 1,000) = £85.55
- 9.32 A worked example illustrating the calculation of developer contributions in relation to a new housing development comprising 875 dwellings is set out below:

Worked example:

On the assumption that a proposed new development in the City and District comprised 875 dwellings at occupancy of 2.5 individuals per dwelling, there would be an increase in population of 2,187 people.

Swimming pool

Using the proposed methodology, the developer contribution required towards swimming pool provision for this site would therefore be £377,476.20 (£172.60 *

2,187).

Sports hall and health and fitness

Using the proposed methodology, the developer contribution towards sports hall provision would therefore be £187,097.85 (£85.55 * 2,187).

Total developer contribution

The total developer contribution required towards indoor sports facilities for the site would therefore be £564,574.05 (£377,476.20 + £187,097.85).

- 9.33 It should be noted that this method does not reflect the needs of the proportion of the population above the age of 70 years. It is recommended that potential for re-distribution of the population across other age bands be explored such that appropriate allowances are made to reflect the type of development e.g. predominantly family housing.
- 9.34 Levels of demand are also based on nationally accepted participation rates. We suggest that the commissioning of research to collect local participation data be considered to provide a base of comparative evidence for the City and District and a more detailed insight into local patterns of behaviour.
- 9.35 The above calculations have been based on demand in present year, 2005. Should a long lead-time be associated with particular developments, it may be prudent to base calculations on projected future demand as well as to consider the impact of increased rates of participation linked to realisation of Government target objectives (as set out in Game Plan).

Recommendations

- 9.36 PMP consider that the Milton Keynes example provides a robust and up-to-date methodology, ensuring the Council has a sound basis on which to negotiate developer contributions for new development.
- 9.37 As previously stated, PMP would recommend using the calculated figure for all indoor sports facilities (i.e. swimming pool provision, sports hall provision and health and fitness provision). This ensures that the actual increased demand arising from any proposed development can be calculated, meaning a fair and transparent approach.
- 9.38 By setting out this methodology in a Supplementary Planning Document (SPD), this approach could be applied in all future negotiations. However, it is essential that there is a regular review cycle to allow participation rates and cost information to be updated.
- 9.39 Several areas requiring further consideration have been highlighted:
- use of calculations based on an adjusted population profile across the 0 to 69 year age brackets (even re-distribution of population above 70 years) to ensure calculated requirements relate directly to each specific development
 - currency of participation data and use of locally derived participation parameters.

SECTION NINE – DEVELOPER CONTRIBUTIONS

9.40 In summary some of the key benefits of this methodology are as follows:

- the demand model used to calculate the required floor space of indoor recreation facility is based on reliable rates of participation and frequency etc
- the population data is based on the actual population distribution for St Albans from Census 2001
- the costings are based on an average of 'Swim 25' commercial product and Building Cost Information Service (RICS)
- the draft SPG has been written in conjunction with Sport England and therefore carries Sports England's support
- the SPG was drafted in March 2004 and therefore represents up-to-date thinking with regards developer contributions (costings are for second quarter 2003 and will need to be updated to 2005).

SECTION 10

VISION AND STRATEGY FRAMEWORK

A future vision for sport and recreation

10.1 This section of the strategy sets out a vision, aims, objectives and key recommendations for the future provision of sport and recreation facilities in St Albans City and District.

The Vision

10.2 If the benefits of sport and recreation are to be fully realised then all facility providers must work together to make this strategy a reality. To give a common purpose and drive future development a vision has been established that is challenging but also achievable:

“To enhance the health and wellbeing of everyone by providing quality sport and recreation opportunities at facilities that are inclusive and responsive to the needs of our community.”

10.3 Some of these words are key drivers of the vision:

- ***‘Everyone’*** means residents as well as those who work in or visit the district
- ***‘Providing’*** means maximising the sport and recreation opportunities available to the community through direct provision or as an enabler of others
- ***‘Quality’*** means providing innovative and sustainable sport and recreation facilities that meet the expectations of the community
- ***‘Inclusive’*** means providing access to sport and recreation facilities for the whole community regardless of ability, age, ethnic origin, gender or financial standing
- ***‘Responsive’*** means listening to what our community wants and providing for their current and future needs

Key Aims and Objectives

10.4 To achieve this vision it is clear that limited resources need to be carefully targeted. This will be accomplished by focussing the combined resources of all providers on a number of key aims and objectives:

Aim 1: To maximise the contribution sport and recreation facilities make to the health and wellbeing of residents and visitors

This will be achieved by:

- a) Developing facility initiatives which increase community participation in sport and active recreation
- b) Creating facility initiatives that help reduce crime, foster a sense of local pride and develop community identity

Aim 2: To enable all residents and visitors to have access to a range of sport and recreation facilities

This will be achieved by:

- a) Providing appropriate quality sport and recreation facilities to meet identified community needs and assist individuals to succeed in sport
- b) Providing new and improved sport and recreation facilities that remove barriers and improve access for:
 - Minority ethnic communities
 - People on low incomes
 - People over the age of sixty five
 - People with disabilities
 - Young people
- c) Improving awareness of sport and recreation facilities through improved marketing and communication campaigns

Aim 3: To develop customer focussed sport and recreation facilities that are capable of delivering the standards our community expects

This will be achieved by:

- a) Improving the quality of the facilities by fostering a culture of excellence and continuous improvement
- b) Providing sport and recreation facilities that are safe for the community
- c) Involving the community in developing and improving sport and recreation facilities

Aim 4: Ensure the delivery of sport and recreation facilities is undertaken in an environmentally sensitive manner

This will be achieved by:

- a) Ensuring that where appropriate all sport and recreation facilities meet the requirements of Local Agenda 21 and environmental best practice whilst respecting the built and natural environment
- b) Encouraging and promoting innovative, high quality and environmentally sensitive design in all new sport and recreation facility developments

Aim 5: To develop sustainable sport and recreation facilities that contribute to the prosperity of the district

This will be achieved by:

- a) Attracting inward investment into the district through the development of sport and recreation facilities
- b) Developing sport and recreation events that contribute to the local economy

Guiding principles

- 10.5 The following principles, developed from consultation for this strategy, are designed to support the pursuit of the key aims and objectives. They provide guidance for all sport and recreation facility providers and should be incorporated into any future development options:
- **Partnership working** – effective partnership working at local, regional and national level with the public, voluntary and private sector is essential to the achievement of all of the above objectives
 - **Consultation** – the development of new sport and recreation facilities should take place in consultation with other providers and the community
 - **Location and type of facilities** – providing the right facilities in the right place, to meet an identified need, with a balance of strategic sites for large-scale or specialist facilities and accessible sites for community facilities based on recommended local accessibility standards
 - **Health and Safety** – providing services that manage health and safety of all staff and customers in a proactive way, meeting the requirements of legislation, regulation and relevant best practice
 - **Environmental Management** – providers recognise they have a responsibility for minimising the negative impact on the local and global environment resulting from the sport and recreation facilities
 - **Quality** – providing a range of consistently high quality sports and recreation services and facilities in accordance with the quality standard for design and operational management outlined in the strategy
 - **Access** – barriers to access, including physical design barriers, transport, customer service standards, pricing etc should be minimised and where possible eliminated to ensure that as many people as possible can benefit from sports and recreation programmes. This should apply to facilities, facility based activities and local community based/outreach activities
 - **Health and participation** – facilities should contribute to improving the physical and mental wellbeing of the local community by encouraging direct participation in a range of different sport and recreation activities of varying levels and intensities. The focus for facilities should be on development programmes and increasing opportunities for all
 - **Lifelong learning** – facilities should support and promote lifelong learning opportunities and the associated development of self-confidence and self expression
 - **Inclusion** – sports and leisure services should ensure that all activity programmes and facilities are accessible to all sections of the community and that no one group is disadvantaged or excluded
 - **ICT and technology** – should be used to inform people about sports and leisure opportunities, reach new audiences, develop programmes which enhance the sporting talents of young people throughout the district and improve accessibility
 - **Best value** - facilities should promote continuous improvement and achievement of Best Value, with effective monitoring of performance, and appropriate customer care, query and complaints procedures

SECTION TEN: VISION AND STRATEGY FRAMEWORK

- **Social and economic regeneration** – facilities should contribute towards the social and economic regeneration of the district, by encouraging appropriate sporting infrastructure development, boosting the economy, creating employment opportunities, attracting external partnership funding and investment and increasing visitor numbers
- **Effective management** – ensure that all services and facilities are effectively managed and that added value is maximised.

Making it happen

- 10.6 This strategy sets out a clear vision for the development of sport and recreation facilities in the district. However, turning these aspirations into reality will not be easy and can only happen through partnership working.
- 10.7 Every sport and recreation organisation from the public, private and voluntary sector has a role to play. By endorsing the sport and recreation facilities vision for St Albans district, organisations will be asked to work in their own way and at their own level to achieve the vision, aims and objectives. It does not matter whether contributions are large or small, or whether they work towards all the objectives or only one. What is important is that all providers work towards the same objectives and the combined contributions maximise the impact of sport and recreation facilities on individuals, communities and the district as a whole.

Roles of different agencies

- 10.8 The suggested roles of different agencies in the delivery of this strategy are shown in the table below:

Role in sports and recreation facility provision	St Albans City & District Council	Town/ Parish Councils	Voluntary Sector	Education Sector	Private Sector
Advisor and advocate	✓	✓			
Enabler and facilitator	✓	✓		✓	
Partner provider	✓	✓	✓	✓	✓
Direct provider	✓	✓	✓	✓	✓

- 10.9 The matrix set out on the following pages uses the vision, aims and objectives to inform the development of specific recommendations for organisations involved in sport and recreation provision across the district.

SECTION TEN: VISION AND STRATEGY FRAMEWORK

Key issues identified in the Strategy	Strategy Recommendations
<p>Previous Council leisure policies have not been clear; there is a need to ensure strategic development and fit with the new national context.</p> <p>Many consultees indicated that the existing Council service is not currently meeting Council corporate objectives, and is unclear about planned priorities.</p>	<p>R.1 That the Council embraces the role of an advisor and enabler, assisting and supporting other organisations within the City and District and neighbouring areas to provide facilities and sports development programmes aimed at increasing levels of participation.</p> <p>R.2 Work with agencies including Hertfordshire County Council (Children Schools and Families) to develop a ‘community-use’ policy to maximise opportunities for use of existing schools, youth centres and privately owned sports and leisure facilities.</p> <p>R.3 That the Council and local schools should work together with Hertfordshire County Council (Children Schools and Families) to ensure that interested schools achieve Specialist Sports College Status.</p>
<p>Demand identified for specialist netball facilities; improved specialist tennis facilities; new Synthetic Turf Pitches; additional access to or provision of new sports halls; higher quality water space suitable for swimming competition, families and watersports; improved health and fitness provision; and more informal local recreational facilities.</p> <p>Access to facilities required in all areas of the district; access by lower participation groups needs to be improved.</p> <p>St Albans generally regarded as a suitable location for a flagship centre facility.</p> <p>Consultation revealed that users supported:</p> <ul style="list-style-type: none"> • development of specialist netball and tennis facilities • a geographical spread of facilities/activities catering for all 	<p>R.4 Introduce a policy of rationalisation of provision in areas of surplus or where existing facilities cannot meet local needs and re-investment/ re-provision in areas of current deficiency.</p> <p>R.5 Agree a framework of provision, which represents a hierarchy of facilities (flagship → specialist → community sports centre → outdoor recreation → local indoor facilities → mobile/outreach). Further community facilities should be provided through additional school facilities – including sports hall facility provision.</p> <p>R.6 Improve marketing and promotion of leisure facilities and activities.</p> <p>R.7 Seek to provide a flagship centre in St Albans, on the existing Westminster Lodge site or at a nearby alternative location easily accessible on foot or by public transport from St Albans. Undertake a full site options appraisal to identify and assess suitable sites. The flagship centre should include, as a minimum:</p> <ol style="list-style-type: none"> a) 25m eight lane competitive swimming pool with spectator seating b) provision for learn to swim and diving, potentially in the same pool with a moveable floor (separate from main pool) c) provision for wider pool-based sports (water polo, canoe polo, canoe training, octopush) d) six/eight court sports hall (subject to funding/design considerations) with temporary seating for events e) multi-use room for aerobics, dance, martial arts and other activities f) changing, crèche, bar, function room, catering. <p>R.8 Explore the partnership funding options to replace Westminster Lodge Leisure Centre. Particular</p>

SECTION TEN: VISION AND STRATEGY FRAMEWORK

Key issues identified in the Strategy	Strategy Recommendations
<p>age groups, which addressed rural as well as town centre needs</p> <ul style="list-style-type: none"> enhanced school facilities playing a key role in the network of community provision. <p>Site visits demonstrated that London Colney Adventure World and Bricket Wood Leisure Centre do not have clear roles and do not appear to be 'fit for purpose'. However the centres listed below have clear roles:</p> <ul style="list-style-type: none"> Westminster Lodge Leisure Centre – as a highly visible public community and club centre Batchwood Golf & Tennis Centre – as a regional tennis facility Harpenden Sports Centre – as a valuable public centre serving the north of the district. <p>Significant capital needs to be found – the current revenue position that requires a significant subsidy from the Council is not sustainable.</p>	<p>consideration to be given to investment by the private sector under a long term (circa 10 years) management agreement or a longer term (circa 25 years) Public Private Partnership arrangement. Specialist sports centres to be provided in key outlying areas/towns.</p> <p>R.9 Explore opportunities to work in partnership with neighbouring authorities to provide high quality, accessible facilities for local residents situated at the periphery of the City and District.</p> <p>R.10 Continue to explore the partnership funding options and partnerships with schools to address the lack of STPs for use by hockey in the Harpenden area.</p> <p>R.11 Community recreation centres/halls (three/four-court size) to be provided in local areas (within secondary school catchment areas). The Council should support provision of further community facilities through additional school facilities – including sports hall provision – and identify partnership finance in support of funding bids in areas of deficiency.</p> <p>R.12 Continue to work with other sports providers and county/regional sports governing bodies to attract specialist sports facilities to the district, further raising the profile of the district and facilitating the development of more talented local young sports people to their full performance potential. The Council should explore opportunities to encourage private investment to develop specialist centres. The sports facilities requiring special focus include:</p> <ol style="list-style-type: none"> tennis, with the continued development of Batchwood Golf and Tennis Centre as a regional centre of excellence netball, with a need to identify a suitable site for specialist County/Regional facilities swimming, with the development of a 25 metre eight-lane pool at Westminster Lodge Leisure Centre for use by competitive clubs and performance swimmers golf, with further development of Abbey View Golf Club as a Golf Foundation Starter Centre watersports, with cable tow provision for wakeboarding and introduction to water-skiing, sailing and canoeing. <p>R.13 That an appraisal is conducted into the future of Bricket Wood Sports Centre, with a view to ending the current arrangement with HSBC and providing alternative community facilities and programmes in the south of the district, centred on areas of population and focused on programmes aimed at current non users and groups traditionally under-represented in sport and recreation.</p>

SECTION TEN: VISION AND STRATEGY FRAMEWORK

Key issues identified in the Strategy	Strategy Recommendations
<p>Consultees expressed the opinion that the current Council leisure service is not sustainable in its current form, and 'to do nothing' is not an option.</p> <p>It is essential that access and pricing to sports halls are appropriate.</p> <p>Internal Council consultees indicated that there is a need for new ways of allocating resources internally within the Council.</p> <p>Westminster Lodge and other key centres are dated and are beginning to age significantly, requiring increasing levels of subsidy for essential maintenance and health and safety.</p> <p>Performance Indicators demonstrate that existing centres are low on energy efficiency, staffing costs and secondary spend, but above average on income generation.</p> <p>Conditions survey findings indicated that there have been problems with maintenance at all the centres, and that Bricket Wood Sports Centre and Westminster Lodge Leisure Centre have defects which require major investment (over £1m) by the Council to bring up to standard.</p> <p>The district has a higher than average proportion of employed people and people on higher incomes. These</p>	<p>R.14 Disseminate information on the Council's newly established 'Quality Standard'.</p> <p>R.15 Create an efficient management system for the district's sports centres and pools, which is responsive to the needs of all users.</p> <p>R.16 Develop a management information system for leisure centres and sports development, which identifies the social profile of users, enables user and non-user surveys.</p> <p>R.17 Consult regularly and frequently with a range of providers and the public, including National Governing Bodies (NGBs), local clubs, user groups, community groups, and specific groups within the community (e.g. low income groups, older people, young people, schools).</p> <p>R.18 Identify appropriate sites for the provision of new facilities. Planners to develop policy options for the provision of new facilities, in consultation with the local community, for inclusion in the Council's Development Plan Documents.</p> <p>R.19 Extend the sports development service to incorporate specific sports development, assistance and support to NGBs and clubs, coach and volunteer development programmes, and a range of directly provided events and programmes. This could include initiatives such as improved publicity for sports clubs, a sports club website, recruitment programmes for potential coaches, multi-skills sessions/clubs, taster sessions, holiday programmes, events etc.</p> <p>R.20 Ensure that sports development in the district places an increased focus on schemes to encourage non-users, for example outreach schemes, sports development initiatives, 'every day' physical activity (cycling, walking, gardening) and school-club link schemes to raise participation amongst traditionally non-active groups.</p>

SECTION TEN: VISION AND STRATEGY FRAMEWORK

Key issues identified in the Strategy	Strategy Recommendations
<p>groups traditionally participate in sport and physical activity and therefore we would expect the district to have higher than average participation rates.</p> <p>In rugby and hockey the district has a lower than average Team Generation Rate, indicating high unmet demand and a potential for greater participation in these sports.</p>	
<p>There are a number of different organisations providing sport and recreation facilities and opportunities. It is important that all organisations are clear about their role and understand the remit of others. Communication between organisations is sporadic at present and needs to be improved through frequent formal and informal contact.</p>	<p>R.21 All organisations should commit to working in partnership, through firstly signing up to the vision and objectives in this strategy.</p> <p>R.22 In particular there is a need for new forms of partnership between leisure centres, schools and sports development.</p> <p>R.23 All agencies to work in partnership to maximise the use of existing sports facilities, including those managed by schools, other educational institutions, the private sector and voluntary clubs and community groups.</p> <p>R.24 Opportunities for cross-sector working to address the wider social agenda to be maximised through joint initiatives with PCTs, Connexions, Community Safety Partnership, etc.</p>

SECTION 11
ACTION PLAN

SECTION ELEVEN: ACTION PLAN

Action plan

11.1 Whilst the sport and recreation facilities strategy contains aims and objectives which are applicable to partner agencies and wider stakeholders, the following table outlines an action plan specifically for St Albans City and District Council.

Aim 1: To maximise the contribution sport and recreation facilities make to the health and wellbeing of residents and visitors					
Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
a) Develop facility initiatives which increase community participation in sport and active recreation	1.1	In partnership with the leisure management contractor develop and implement a leisure card scheme that: <ul style="list-style-type: none"> ▪ Adds value to users ▪ Provides a concessionary access scheme ▪ Provides integrated management information ▪ Provides residents with a discount ▪ Provides flexible opportunities to market and promote the facilities 	December 2006	Leisure Manager	Officer time and capital funding through the leisure management contract
	1.2	In partnership with the leisure management contractor undertake a review of pricing to ensure it supports the aims of this strategy and the council's wider corporate objectives	December 2006	Leisure Manager	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	1.3	In partnership with the leisure management contractor undertake a review of programming to ensure it supports the aims of this strategy and provides what the community wants	December 2006	Leisure Manager	Officer Time
	1.4	To ensure that the sports, physical activity and wellbeing development plan included in the leisure management contract supports the aims and objectives of this strategy	June 2007	Leisure Manager	Officer time and revenue funding through the leisure management contract
b) Create facility initiatives that help reduce crime, foster a sense of local pride and develop community identity	1.5	In partnership with the leisure management contractor and Hertfordshire Constabulary undertake an assessment of all sport and recreation facilities to identify an improvement programme for the internal and external security and lighting of the venues	July 2006	Leisure Manager	Officer time
	1.6	In partnership with a variety of partners reduce the incidents of vehicle crime at sport and recreation facilities through the education of users	March 2008	Leisure Manager	Officer time and existing budgets
	1.7	Provide and enable multi-agency facilities and initiatives which divert young people from crime	Ongoing	Head of Leisure	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	1.8	Implement initiatives that proactively defend against incursions onto land attached to sport and recreation facilities	November 2008	Leisure Manager	Officer time and existing budgets
	1.9	In partnership with the leisure management contractor maintain the aesthetic appeal of the sport and recreation facilities by cleaning up all internal graffiti within 24 hours and external graffiti within 48 hours	Ongoing from April 2006	Leisure Manager	Officer time and revenue funding through the leisure management contract
	1.10	Explore joint facility initiatives with the PCT, Community Safety Partnership, Youth Service etc that promote cross-sector working to address wider social issues	Ongoing	Head of Leisure	Officer time

SECTION ELEVEN: ACTION PLAN

Aim 2: To enable all residents and visitors to have access to a range of sport and recreation facilities					
Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
a) Provide appropriate quality sport and recreation facilities to meet identified community needs and assist individuals to succeed in sport	2.1	Develop a new Synthetic Turf Pitch with floodlighting within a 3 mile radius of Highfield Park	April 2009	Head of Leisure	Officer time and existing Section 106 funding
	2.2	Undertake a feasibility study into the replacement of Bricket Wood, London Colney and Westminster Lodge by developing a new flagship sports centre in St Albans and a community facility for the south of the district	February 2006	Head of Leisure and Major Projects Officer	Officer Time and existing budgets
	2.3	Explore, as part of the feasibility study into the replacement of Westminster Lodge, improvements to the ancillary facilities at the athletics track	February 2006	Head of Leisure and Major Projects Officer	Included in 2.1 above
	2.4	Subject to planning policy, support any organisation proposing to provide indoor training provision for athletics	Ongoing	Major Projects Officer	Officer time
	2.5	Subject to planning policy, support any organisation proposing to provide new indoor tennis facilities	Ongoing	Major Projects Officer	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	2.6	Subject to planning policy, support any organisation proposing the development of a new indoor bowling facility in the district	Ongoing	Major Projects Officer	Officer time
	2.7	Hold discussions with the leisure management contractor and the Lawn Tennis Association regarding the future development of Batchwood Golf and Tennis Centre	June 2007	Head of Leisure	Officer time
	2.8	In partnership with the leisure management contractor undertake a replacement programme of health and fitness equipment at Council owned sport and recreation centres	March 2007	Leisure Manager	Officer time and capital funding through the leisure management contract
	2.9	As part of the new Local Development Framework, adopt planning policy that encourages the community use of sports and recreation facilities on school/college sites and advocates the investigation of opportunities for limited community use of private facilities in the district	April 2009	Principal Planning Officer (Policy)	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	2.10	Work with agencies including Hertfordshire County Council and Sport England to develop access for the local community to a network of local facilities on school and voluntary sites. Particular emphasis should be given to provision in outlying areas	August 2007	Head of Leisure and Major Projects Officer	Officer time
	2.11	Subject to planning policy, the site's Green Belt status and securing a dual use agreement, support Nicholas Breakspear School to identify and develop appropriate facilities for a specialist sports college	TBC	Major Projects Officer	Officer time
	2.12	In partnership with Hertfordshire County Council (Childrens Schools and Families), work to ensure that interested schools achieve Specialist Sports College Status	Ongoing	Head of Leisure	Officer time
	2.13	Continue to implement a policy for Non Domestic Rates that ensures that all organisations who receive relief from the council have a management ethos which is consistent with the aims and objectives of this strategy	Ongoing	Head of Leisure	Officer time
	2.14	Support other organisations in providing facilities and development programmes, with priority given to those that are committed to the community use of facilities	Ongoing	Major Projects Officer	Officer Time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	2.15	In partnership with the leisure management contractor establish sports injury and/or physiotherapy services within or close to the major sport and recreation facilities	May 2008	Leisure Manager	Officer time
	2.16	Maximise the benefits of Section 106 contributions by developing robust local standards of provision (that are included as Supplementary Planning Documents (SPDs) in the new Local Development Framework) which ensure funding that contributes to the developments prioritised in the Green Spaces Strategy, Playing Pitch Strategy and Sport and Recreation Facilities Strategy	April 2009	Major Projects Officer and Principal Planning Officer (Policy)	Officer time
	2.17	Develop a Supplementary Planning Document on Developer Contributions which will provide certainty for developers as to what the Council will expect. Required contributions will be linked to agreed local standards (see 2.16 above)	April 2009	Major Projects Officer and Principal Planning Officer (Policy)	Officer time
	2.18	Ensure that the Sport and Recreation facilities audit is updated on a regular basis and that demand and supply modelling is undertaken every three years to establish where deficiencies or surpluses lie	Ongoing	Major Projects Officer and Principal Planning Officer (Policy)	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
<p>b) Provide new and improved sport and recreation facilities that remove barriers and improve access for minority ethnic communities, people on low incomes, people over the age of sixty five, people with disabilities and young people</p>	2.19	<p>Implement improvements at all sports and recreation facilities that have been identified through access surveys, with particular emphasis on meeting the requirements of the Disability Discrimination Act</p>	Ongoing	Leisure Manager	Officer time and existing budgets
<p>c) Improve awareness of sport and recreation facilities through improved marketing and communication campaigns</p>	2.20	<p>In partnership with the leisure management contractor produce a yearly marketing and communications plan for the sport and recreation facilities</p>	Ongoing from April 2006	Leisure Manager	Officer time and revenue funding through the leisure management contract

SECTION ELEVEN: ACTION PLAN

Aim 3: To develop customer focused sport and recreation facilities that are capable of delivering the standards our community expects					
Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
a) Improve the quality of the facilities by fostering a culture of excellence and continuous improvement	3.1	Disseminate information on the Sport and Recreation Facility Strategy's newly established 'Quality Standards' to facility providers in the district	Ongoing	Leisure Development Officer	Officer time
	3.2	In partnership with the leisure management contractor ensure all the sport and recreation facilities have been awarded QUEST and continue to achieve a score of 65% or above	Ongoing	Leisure Manager	Officer time
	3.3	In partnership with the leisure management contractor develop ongoing planned preventative maintenance programmes, refurbishment plans and facility development plans which are linked to a central asset register that records when alterations and new work is carried out	Ongoing from April 2006	Engineer and Technical Services Manager and Leisure Manager	Officer time and revenue funding through the leisure management contract

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	3.4	<p>In partnership with the leisure management contractor ensure all staff have been provided with a minimum of the following training:</p> <ul style="list-style-type: none"> ▪ An introduction to the Council and its objectives ▪ Customer care training ▪ Equality awareness training 	Ongoing from April 2006	Leisure Services Officer	Officer time and revenue funding through the leisure management contract
	3.5	In partnership with the leisure management contractor develop an integrated management information system that allows on-line and cross facility booking	July 2006	Leisure Services Officer	Officer time and capital funding through the leisure management contract
	3.6	In partnership with the leisure management contractor develop improved cleaning procedures that meet customers expectations	Ongoing from April 2006	Leisure Services Officer	Officer time and revenue funding through the leisure management contract

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
b) Provide sport and recreation facilities that are safe for the community	3.7	In partnership with the leisure management contractor ensure all the sport and recreation facilities are run in accordance with the appropriate statutory and regulatory health and safety guidelines	Ongoing	Leisure Services Officer	Officer time
c) Involve the community in developing and improving sport and recreation facilities	3.8	In partnership with the leisure management contractor implement a system that involves regular consultation with the community and in particular hard to reach groups, in developing and improving the sports facilities	Ongoing from April 2006	Leisure Manager	Officer time

SECTION ELEVEN: ACTION PLAN

Aim 4: Ensure the delivery of sport and recreation facilities is undertaken in an environmentally sensitive manner					
Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
a) Ensure that where appropriate all sport and recreation facilities meet the requirements of Local Agenda 21 and environmental best practice whilst respecting the built and natural environment	4.1	In partnership with the leisure management contractor undertake energy and water audits of all council sport and recreation facilities	March 2007	Leisure Services Officer	Officer time and existing budgets
	4.2	Refer to the emerging Local Development Framework, Local Biodiversity Action Plan, Hertfordshire County Council's Sustainable Development Guide and other relevant council documents as part of the development process of all council sport and recreation facilities	Ongoing	Major Projects Officer	Officer time
	4.3	Work in partnership with the leisure management contractor to ensure that all green waste produced from the maintenance of the sport and recreation facilities is recycled	Ongoing from April 2006	Leisure Services Officer	Officer time and revenue funding through the leisure management contract
	4.4	Provide cycling racks at all council sport and recreation facilities to promote cycling	March 2008	Leisure Development Officer	Officer time and existing budgets

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	4.5	In partnership with the leisure management contractor include on all sport and recreation facility promotional material, information on how to access the facility by public transport	December 2006	Leisure Development Officer	Officer time
b) Encourage and promote innovative, high quality and environmentally sensitive design in all new sport and recreation facility developments	4.6	In partnership with the Planning Department ensure that the Leisure Services Department and St Albans District Sports Partnership are consulted at the first stage of all sport and recreation facility development proposals to ensure that all new provision in the district is based on the strategic approach outlined in this strategy	Ongoing	Head of Leisure	Officer time
	4.7	The planning and design of all new council sport and recreation facilities meets the appropriate minimum requirements outlined by Sport England	Ongoing	Major Projects Officer	Officer time
	4.8	Encourage developers/architects to produce innovative design solutions which help put the District at the forefront of modern sport and recreation provision	Ongoing	Conservation and Design Team Leader	Officer time
	4.9	Promote the use of recycled materials as part of all council sport and recreation facility developments	Ongoing	Major Projects Officer	Officer time

SECTION ELEVEN: ACTION PLAN

Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
	4.10	Investigate the use of renewable energy sources and water management as part of all council sport and recreation facility developments	Ongoing	Major Projects Officer	Officer time
	4.11	In partnership with Hertfordshire Constabulary ensure that all new council sport and recreation facility developments instigate a 'design-out' crime programme	Ongoing	Major Projects Officer	Officer time

SECTION ELEVEN: ACTION PLAN

Aim 5: To develop sustainable sport and recreation facilities that contribute to the prosperity of the district					
Objective	Ref.	Action	Timescales	Lead Officer	Resource Implications
a) Attract inward investment into the district through the development of sport and recreation facilities	5.1	Establish a new management partnership for the council's sport and recreation facilities that provides for investment in and improvements to existing facilities	April 2006	Head of Leisure	Officer time and existing revenue budgets
	5.2	Continue to work with other sports providers and county/regional sports governing bodies to attract specialist sports facilities and ancillary services such as sports injury clinics to the district	Ongoing	Head of Leisure	Officer time
b) Develop sport and recreation events that contribute to the local economy	5.3	To work with the private and voluntary sector to attract regional and national sporting events to the district	Ongoing	Leisure Services Officer	Officer time