



Agenda for Leisure Strategy Delivery Forum Tuesday, 14th January, 2025, 6.00 pm

Members of Leisure Strategy Delivery Forum

Councillors: P Arnott, K Bloxham, M Goodman, S Hawkins
(Chair), P Hayward, N Hookway, J Loudoun, S Smith, A Teye,
J Whibley

Venue: Online via Zoom app

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(or group number 01395 517546)

Monday, 6 January 2025; reissued 9 January 2025

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- 1 Apologies
- 2 Minutes of the previous meeting held on 11 November 2024 (Pages 3 - 5)
- 3 Declarations of interest
Guidance is available online to Councillors and co-opted members on making
[declarations of interest](#)
- 4 Public Speaking
Information on [public speaking is available online](#)
- 5 Matters of urgency
- 6 Confidential/exempt item(s)
To agree any items to be dealt with after the public (including the Press) have
been excluded. There is one item which officers recommend should be dealt with
in this way.
- 7 LED Facilities and Activities report November - December 2024 (Pages 6 - 9)
- 8 LED KPI Dashboard November 2024 (Page 10)
- 9 Leisure Strategy Action Plan Update (Pages 11 - 19)
- 10 Playing Pitch Audit and Strategy Update (Pages 20 - 30)

Part B

- 11 Review of Leisure Provision - Funding and Management Agreement with LED
Community Leisure (Pages 31 - 39)

Members of the public exercising their right to speak during Public Speaking will be recorded.

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Leisure Strategy Delivery Forum (formerly LED Monitoring Forum) held at Council Chamber, Blackdown House, Honiton on 11 November 2024

Attendance list at end of document

The meeting started at 5.30 pm and ended at 8.18 pm

8 Minutes of the previous meeting held on 25 June 2024

The minutes of the previous meeting held on 25 June 2024 were noted as a true and accurate record.

9 Declarations of interest

There were none.

10 Public Speaking

No members of the public had registered to speak at the meeting.

11 Matters of urgency

There were no matters of urgency.

12 Confidential/exempt item(s)

There was one confidential/exempt item (minute 17 refers).

13 LED Facilities and Activities report August - October 2024

The Forum received and noted this report which provided an update on the activities of LED including operational delivery, customer engagement, facilities projects, health and safety, and community projects.

14 LED School Reflection report 2023-2024

The LED Director of Delivery introduced this report which highlighted the activities carried out by LED with schools during the 23/24 academic year, as part of their community outreach work.

Discussion and clarification included the following points:

- Much of the work with schools is through legacy projects, and some is related to a specific funding stream becoming available for a certain area which enables the community outreach team to engage with a particular school. Schools are often keen to continue engaging, once they have seen what the team can deliver.
- There is the possibility of engaging with further schools, subject to capacity in the team.
- It was suggested that if additional capacity becomes available, LED could consider a plan to reach out to schools more generally across the district and across age ranges. One member suggested LED could promote the outreach work at headteachers meetings.

- A member asked what the charges are to schools taking part in the LED Schools Project; it was agreed for LED to bring a report to the next Forum meeting setting out this information.

15 **LED KPI Dashboard August-September 2024**

The Forum received and noted key details of the performance of LED Community Leisure for August – September 2024.

16 **Property and FM Team Update on activity at LED occupied sites along with proposals for 2025/26 capital bids**

The Assistant Director – Place, Assets and Commercialisation presented this report which summarised the Property and FM Team activities since last report, and future activities at LED occupied sites.

The report also included an update on approved capital projects and listed the capital project proposals submitted to the Executive Leadership Team (ELT) and to the Budget Setting and Capital Allocation Panel (BSCAP) for the 2025/26 budget allocation.

Discussion and clarification included the following points:

- Referring to a pie chart at section 3.4 of the report which details the distribution of reactive work by property, a member sought to understand what the expected distributions would be relative to the number of users at each site and asked that this detail is set out in future reports to the Forum.
- The percentages set out in the aforementioned pie chart relate to the number of jobs.
- The work to replace the roof at East Devon Tennis Centre is now complete; the maintenance spend set out for 2023/24 relates to reactive work.

The Forum noted the contents of the report and the 2025/26 capital bid proposals submitted to ELT and BSCAP.

The meeting went into private session.

17 **Outcome of Leisure Workshops**

The Assistant Director – Place, Assets and Commercialisation delivered a presentation which detailed the content and outcome of a series of Leisure Workshops between May and October 2024 led by leisure consultants, Strategic Leisure.

Forum members were asked to consider a proposed timetable for next steps and decisions, for recommendation to Cabinet.

Members discussed relevant considerations and asked direct questions.

RECOMMENDED to Cabinet to endorse the proposed timetable and decision stages.

Attendance List
Councillors present:
P Arnott

K Bloxham
M Goodman
S Hawkins (Chair)
N Hookway
J Loudoun

Councillors also present (for some or all the meeting)

I Barlow
C Brown
J Brown
R Jefferies
M Rixson

Representatives of LED Community Leisure in attendance:

Olly Swayne, LED CEO
Matt Wright, LED Director of Delivery

Representatives of Strategic Leisure in attendance:

Liz Taylor

Officers in attendance:

Tim Child, Assistant Director Place, Assets & Commercialisation
Andrew Wood, Director of Place
Mike O'Mahony, Senior Leisure Officer
Sarah James, Democratic Services Officer

Councillor apologies:

S Smith
A Toye
J Whibley

Chair:

Date:

Report to: Leisure Strategy Delivery Forum
Subject: Facilities and Activities Update
From: Delivery Team
Date: November-December 2024



Operational Delivery

The last two months have been busy with the teams continuing to focus on customer experience and product development to ensure we continue to be in a position to help the residents of East Devon feel good and get more out of life. During this period, we have achieved 654 sales with our club live sitting at 10,518 as of the end of November. The teams have been working hard to get the marketing, sites, and systems ready for our busiest time of the year for new member acquisition in January.

Group exercise classes in November were attended by 13,809 participants. Our teams are always monitoring group exercise performance and adapting timetables along with introducing new classes based on customer feedback and industry trends.

The gyms have continued to be busy during November, with a total of 19,999 visits. The health referral program is thriving with the team developing a self-referral model along with a referral process for the EDDC housing team. A total of 1,567 people participated in a health-related session during November.

The swimming pools remained steady, with 13,224 visits throughout the month.

Customer Engagement

LED achieved an overall NPS of 57 in November against an industry benchmark of 40. Listed detractors were predominantly centred around the following:

- Parking issues at Honiton Leisure Centre - we are working with EDDC officers to try and resolve this after a previous proposal to manage the situation was rejected.
- Gym refurbishment at Exmouth – There were a few comments relating to the sports-hall users being displaced for just under two weeks whilst the gym equipment was moved into the sports-hall whilst the gym was upgraded. The users were offered access to other studio spaces and the courts at the Tennis Centre however there was still a small number of complaints.

Ongoing feedback helps us develop and drive the customer experience. A daily shift report has been introduced to help support day-to-day feedback to improve the customer experience and ensure a direct line of communication between the centres and our support services.

Health & Safety

So far in FQ3 we have had 47 accidents or incidents with none being RIDDOR reportable. The Leisure Team is working on continuing the high standards of practice across the group with quarterly

H&S committee meetings to review systems and processes whilst reviewing our accident, incident, and reporting procedures.

Project Update

Floor Upgrades

- Sports-hall floor at Exmouth Leisure Centre has been completed.
- Currently looking at upgrading the flooring in Studio 2 at Exmouth Leisure Centre as the current flooring has started to crack.

Exmouth Leisure Centre Gym Upgrades

- Gym investment and refurbishment has now been completed with new flooring, lighting, redecoration, and a substantial amount of new kit. This has been incredibly well received by the members and ensures the centre is able to perform at the required level both from a provision and commercial standpoint.

Coburg Sidmouth Hard Courts Upgrade

- The Lawn Tennis Association has proposed upgrading the hard courts with fresh paint and installing ClubSpark. This proposal is awaiting EDDC sign-off to take advantage of the grant, which will significantly improve court management.

UK Active – Active Standards

- We have enrolled on the first tranche of the new UK Active – Active Standards assessments which will take place in the new year. This new accreditation is an external audit of our systems and processes and further enforces LED's commitment to quality, safe and compliant operations.

Community Projects Update

The community team remains very busy continuing to collaborate with local organisations, and voluntary groups to support the well-being of the community.

- The East Devons Sports Forum took place at Honiton Community College's sports hall. Working with Active Devon and Devon Communities Together, advice was given to various sports clubs in the area around funding, wellbeing and safeguarding.
- Liaison with Mental Health Coaches based at Honiton/Ottery to bring them in to use Ottery Leisure Centre for their sessions and partnership building for future work. This will help develop a partnership for LED and support people suffering from Mental Health.
- Move More Funding was agreed and the project started in September 2024 at Cranbrook Education Campus for 12x Year 9, and 24 Year 5 students.

- We are continuing to deliver to Littleham Primary, Exeter Road Primary and Exmouth Community College Year 9 girls. We recently took the Year 9 girls to the centre for a visit to make them aware and feel comfortable in the surroundings whilst also learning what is on offer and then taking part in a spinning class.
- We have funded a 6-week project through the Prosperity Fund for a group of post-16 girls from ECC to engage them in various activities at the centre.
- 7 new gymnastics volunteers have been recruited and trained and are now supporting the gymnastic sessions at Exmouth Leisure Centre.



- We held our annual walk leader celebration event on 17th October. 45 volunteers attended from our mainstream programme, Honiton Carers group and Honiton Memory Cafe. The volunteers were treated to a guided walk at Seaton Wetlands and lunch as a massive thank you for the hours they give to the programme.



- We supported a local Cranbrook community Yoga teacher to gain Move More funding to deliver Community Yoga classes.
- Working with Axe Vale Community Netball Club to deliver a variety of sessions including back-to-netball and men's sessions.
- We donated skateboarding equipment to ASK – Axminster Skate Park who are doing a great job providing free events and support to the young people of Axminster.

- We attended several conferences and meetings, including the Active Devons Moving Communities Conference, and East Devon Healthy Aging Partnership meeting, facilitated by AGE UK and the NHS and WEB VCSE Meeting. Attended the WEB Young Peoples meeting to discuss the next Health and Wellbeing Fayre at Exmouth Community College during Mental Health Week in February 2025
- LED now sits on the Community Leisure Volunteer special interest group and the CLUK volunteer training group which highlights national recognition.
- Continued delivery of physical activity sessions at Exmouth Stroke Survivors Club and our volunteer wellbeing walk scheme.
- We built a partnership with Project Food to support LED services and link with the community team in 2025. Link for more details: [Project Food Partner with LED](#)
- Health Referral numbers are below, showing a large increase as we build partnerships with local referrals along with developing our self-referral scheme in 2024.

	Exmouth	Honiton	Seaton	Ottery	Sidmouth	Axminster
Yearly Total 2022	348	712	631	357	295	120
Yearly Total 2023	1028	771	557	545	490	105
Yearly Total 2024	1230	1338	1222	859	760	500



Broadclyst Leisure
Centre

Colyton Leisure
Centre

Exmouth Leisure
Centre

Exmouth Tennis
Centre

Honiton Leisure
Centre

Ottery Leisure
Centre

Seaton Fitness
Centre

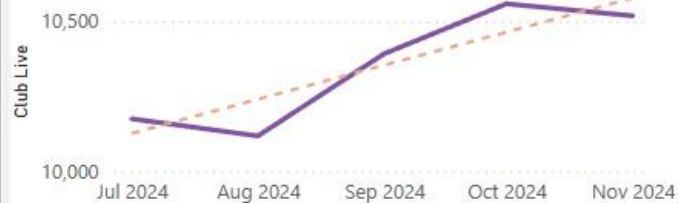
Sidmouth Leisure
Centre

Sidmouth
Swimming Pool

The Hangar

	Actual	Prior Year	% Change Monthly
Club Live	10,518	9889	-0.38%
Joiners	407	428	-31.94...
Leavers	473	506	10.51%
Memberships	£333.53K	307.15K	0.00K%
Yield	£32.67	31.08	-1.07%

Club Live by Month



Swimming



Gym


Group
Exercise


Sports

Total Attendances

13,224

19,999

13,809

12,185

% Change since last month

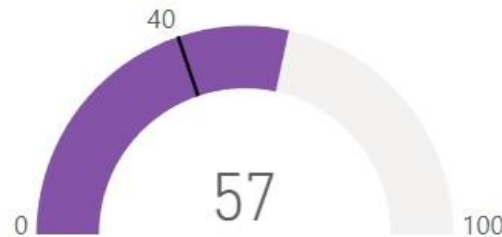
-12.42%

-6.87%

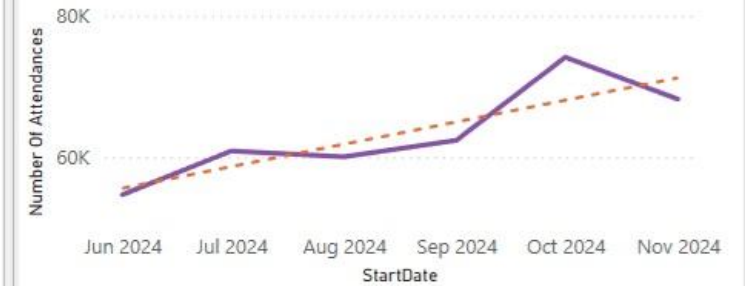
-7.08%

6.50%

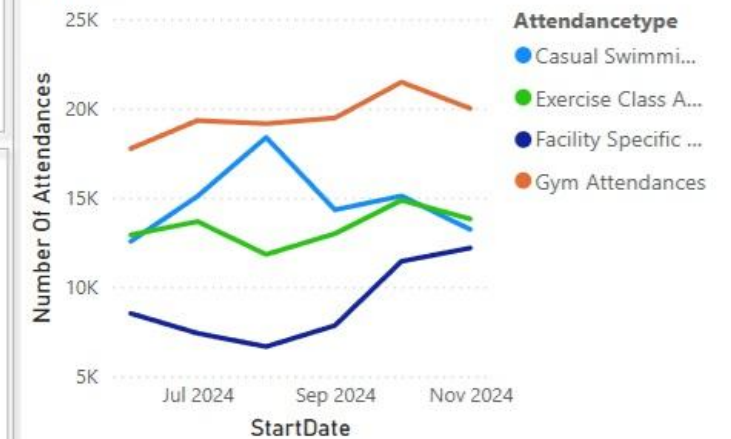
NPS Score



Total Attendance Trend over Previous 6 Months



Attendance by type Previous 6 Months (excluding swim school)





Report to: Leisure Strategy Delivery Forum

Date of Meeting 14th January 2025

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Leisure Strategy Action Plan Update

Report summary:

Full Council and Cabinet formally adopted the Leisure and Built Facilities Strategy and its Action Plan in 2022.

The Leisure Strategy Delivery Forum members (previously called the LED Monitoring Forum in 2022) then discussed and agreed the programme of delivery for the key priorities for the Action Plan.

The Forum is required to keep under review the timelines, implications for resources and staff capacity issues against the individual priority actions that will feed back into the regular cycle of Forum meetings.

This report is the latest update on the current Leisure Strategy Action Plan.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Forum notes the progress that has been made and highlight any areas that warrant further discussion.

Reason for recommendation:

To comply with a monitoring, delivery and reporting framework for the delivery of the Leisure & Built Facilities Strategy.

It provides an opportunity to work with internal Services and provide support in the delivery of the key priorities and identify where additional resource may be required to ensure completion of the tasks.

Officers: Mike O'Mahony, Senior Leisure Officer, email mike.o'mahony@eastdevon.gov.uk.

Tim Child, Assistant Director – Place, Assets & Commercialisation, email: tchild@eastdevon.gov.uk, tel 01395 571692

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Communications and Democracy
- ☐ Economy
- ☒ Finance and Assets
- ☒ Strategic Planning

- ☐ Sustainable Homes and Communities
- ☒ Culture, Leisure, Sport and Tourism

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; The timetable includes both internal and external dependencies and adherence to this timetable will be monitored through the Leisure Strategy Delivery Forum.

Links to background information EDDC Leisure Strategy Action Plan 2022- 2027.pdf presented alongside this report.

Link to [Council Plan](#)

Priorities (check which apply)

- ☒ A supported and engaged community
 - ☐ Carbon neutrality and ecological recovery
 - ☒ Resilient economy that supports local business
 - ☐ Financially secure and improving quality of service
-

1.0 Background and context

- 1.1 The Leisure and Built Facilities Strategy was adopted in June 2022. This outlines the Council's plans for improving leisure facilities and services in the district, with a focus on providing opportunities for physical activity and improving the quality of life for residents. Alongside that was a Built Leisure Strategy Action Plan with defined priorities over the lifespan of the strategy (i.e 2022 – 2027).
- 1.2 Discussion items:
 - To review the completion timelines as indicated in the Leisure Strategy Action Plan spreadsheet attached with the report. – are these still achievable and realistic?
 - To raise any issues of concern in meeting timelines that can lead to a review of completion dates and also if additional resource is required to enable the action to be delivered
- 1.3 Of note, the Council is currently in the midst of a strategic review of its approach to leisure service delivery. This is being undertaken with the benefit of consultancy support from Strategic Leisure and has included undertaking a series of workshops to help understanding of current arrangements across leisure and to review potential options.

2.0 Conclusion

- 2.1 Many of the actions identified within the Leisure Strategy Action Plan have been completed or are in progress.
 - 2.2 Some of the timescales require adjustment as the strategic review of leisure service delivery currently taking place is a much more detailed piece of work than originally intended when the Action Plan was written in 2022. A separate report at this Forum provides an update on that Work.
-

Finance

There are no immediate financial implications identified at this stage for this report.

Legal

No legal comments at this stage.

EAST DEVON DISTRICT COUNCIL LEISURE STRATEGY - 5 YEAR ACTION PLAN 2022-2027					PROGRESS REPORT UPDATED 8th JANUARY 2025 (proposed changes in red)		
Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
1	Facilities that meet the current and future sporting and leisure needs of East Devon residents.						
a)	EDDC to revisit all stock condition survey data and associated costs within the context of the recommendations from the strategy and the need to retain and invest in its existing portfolio of leisure facilities (priority facilities are Exmouth, Honiton, Axminster). Agree a 5 – 10 year planned preventative maintenance programme of works – capital and revenue.	1	2022/23 Survey Completed 2024.	EDDC Place, Assets and Commercialisation (Leisure) Team	Internal EDDC officer time	In progress	Building Condition Survey completed in November 2024 and initial findings reviewed by Officers. Awaiting final meeting in January 25 to run through queries before production of final report. Programme of PPM works to be drafted that will underpin capital requests by Summer 2025. Any immediate priorities to be reviewed and addressed where necessary.
b)	Building Condition Survey to be updated every 5 years.	2 Now a priority 3 as one completed in 2024.	2026/27 See note above - completed in 2024 - Next one would now be 2029.	EDDC Place, Assets and Commercialisation (Leisure) Team	Internal EDDC officer time. External property consultants? Cost to be quoted every 5 years, but likely to be in excess of £100k depending on extent of investigation.	In progress	Please see update above - Next survey would now be completed in 2029.
c)	Continued medium term operation and minimal investment (to ensure H and S compliance) in Broadclyst LC to be agreed, until such time as decision is made on provision of new leisure centre for Cranbrook and associated timescales for delivery are known.	3	2022/23	EDDC Place, Assets and Commercialisation (Leisure) Team	Internal EDDC officer time. External property consultants? New Leisure Local facility circa £14m (as of Nov 24).	In progress	Since previous update, EDDC Property Servcies team have completed the roof works to the Sports Hall . See note re: new local Leisuire Facility below. The new facility is more likely to cost between £14-16 million.
d)	EDDC to undertake a site options appraisal to address identified shortfall in leisure facility provision highlighted within the Leisure Strategy. The priority focus should be on: • Cranbrook – 6 lane 25m pool, health and fitness, 4 court sports hall, 2 studios (small pool/Leisure Local as a minimum), to ideally align to development of Town Centre • Exmouth - ATP • Honiton - ATP • Axminster – Netball Courts Consideration should be given to new and existing sites and include an integrated offer of new leisure centre(s) provision and separate arrangements for individual sports/activities, working with partner organisations in the community.	1	2023/24	EDDC Planning Team EDDC Place, Assets and Commercialisation (Leisure) Team Devon County Council Exeter City Council Local Delivery Pilot Relevant schools and sports clubs NGBs	Internal EDDC officer time. External consultants for Cranbrook business case – circa £50k.	In progress	EDDC's Planning team have commissioned an outline scoping document for a potential new swimming pool and leisure facility for Cranbrook. This has indicative costings and will be part of the ongoing discussions and masterplanning work linked to the town centre development scheme. An Officer Cranbrook Leisure Centre Working Group is being established to feed into existing work streams.(i.e. Town Programme and Steering Groups) The Playing Pitch Audit is currently being undertaken by Strategic Leisure to update all evidence of supply and demand and will inform the Delivery Action Plan proposals that will inform future capital and revenue requests

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
e)	<p>As part of 1(d) above, EDDC and LED to further investigate options for moving existing Health and Fitness provision out of existing dual use sites to:</p> <p>(1) improve daytime access to those who would benefit the most, (2) improve the size and scope of the offer to the public, and (3) improve the financial viability for both EDDC and LED.</p> <p>As a priority, EDDC and LED should engage with Cloakham Lawn Sports Club to review options for relocating existing Health and Fitness provision from Axminster LC to the Sports Club site which would enable extended community access.</p>	1	2022/23	<p>EDDC Planning Team</p> <p>EDDC Place, Assets and Commercialisation (Leisure) Team</p> <p>LED</p> <p>Devon County Council Relevant Schools and sports clubs.</p>	<p>Internal EDDC officer time - leisure, legal, asset management</p> <p>Devon County Council Relevant Schools External leisure consultants?- circa £2,500k.</p>	In progress	<p>The provision of a new fitness and studio at the Hangar site in Axminster has now been completed and provides full community access throughout the week.</p> <p>Further to update in previous line, Cranbrook's Leisure centre facilities are part of a separate commissioned programme which is updated on at Forum meetings.</p>
f)	The refurbishment of Colyton ATP to be undertaken as a priority during Summer 2022 and for Exmouth ATP to be completed by Autumn 2023 and for these works to be reflected in the Council's capital strategy.	1	2023/24	<p>EDDC Place, Assets and Commercialisation (Leisure) Team</p> <p>LED</p> <p>Colyton Grammar School</p>	<p>Internal EDDC officer time</p> <p>LED</p> <p>External contractors</p>	Completed	Colyton ATP - Successfully completed with a full refurbishment of the ATP and floodlights ahead of schedule. Completed October 2022.
g)	EDDC to seek pre-app advice from the Planning Authority regarding the provision of floodlights at Sidmouth LC ATP to improve utilisation of the facility and the financial viability of the overall site. Further consultation to be undertaken, scheme to be costed and planning application progressed subject to advice received.	2	2023/24 To be adjusted to 2025/26	<p>EDDC Planning</p> <p>Local Town Cllrs</p> <p>EDDC Place, Assets and Commercialisation (Leisure) Team</p> <p>LED</p>	<p>Internal EDDC officer time</p> <p>LED</p> <p>External contractors</p>	Not started	<p>An update will need to be provided to the Leisure Strategy Delivery Forum about the status of this project and if there is funding available.</p> <p>The school's ATP is nearing its target date for replacement and so there is an opportunity to link the 2 projects together.</p> <p>To be updated following Playing Pitch Audit.</p>
h)	<p>EDDC to renegotiate all existing dual use facility agreements, in favour of the Council to increase access and value for the East Devon Community.</p> <p>Daytime access is the priority to achieve.</p> <p>Following re-negotiation daytime programmes to be developed focussing on older people.</p>	1	2024/25	<p>EDDC Legal Services</p> <p>EDDC Place, Assets and Commercialisation (Leisure) Team</p> <p>LED</p> <p>Devon County Council</p> <p>Schools and Board of Governors</p>	<p>Internal EDDC officer time</p> <p>LED</p> <p>External contractors</p> <p>Internal EDDC officer time - leisure, legal*, asset management</p> <p>Devon County Council Relevant Schools External leisure consultants? Circa £5k</p> <p>*Additional dedicated legal resources required</p>	In progress	<p>Progress made with Colyton Grammar School and a new agreement</p> <p>Other active discussions with Axe Vale Community College, Kings School, Honiton Community College, Sidmouth College and Clyst Vale Community College have stalled as schools are reluctant to take on a revised arrangement on their improvement/maintenance works that will mean increasing their contribution.</p> <p>Legal have been reviewing all the lease agreements for the dual use sites so we can better understand our position on this matter.</p>

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
i)	EDDC and LED to review indoor and outdoor tennis court programmes of use districtwide with a view to improving utilisation of courts and income generation, allowing reinvestment of monies into ongoing court refurbishment. Consideration to be given to extending Clubspark roll out for ease of booking and provision of balanced programme of casual use, coaching, outdoor exercise classes etc. plus its revenue benefits.	3	2024/25	EDDC Place, Assets and Commercialisation (Leisure) Team LED LTA	Internal EDDC officer time LED External contractors	In progress	LTA have awarded £38,985 towards introduction of a Clubspark initiative at Colburg Gardens. The works comprise the refurbishment include: Two 2 Court Blocks • Power wash, apply moss / algae treatment and re-colour coat existing porous asphalt surfaces with water based acrylic paint with slip resistance of 60 wet or dry • Apply water based acrylic binder coat to prepared existing asphalt surfaces • Apply double court markings in white water based acrylic paint to prepared asphalt surfaces • Supply a set of net posts, net and centre band strap • 2 No. Bespoke gate and entrance with built in locking and door closer mechanism • 2 No. Codelocks Smart Lock with free to exit handle and key override • 2 No. Anti-Tamper strip • 2 No. Keypad Shroud • 1 No. Clubspark Connection Fee There are some funding requirements to be met including administration of the grant along with regular reports on participation and usage of the courts.
j)	EDDC will seek where possible to improve disability access within existing sites and ensure that all new leisure facility provision complies with The Equalities Act 2010.	2	2023/24 To be adjusted to 2026/27	EDDC Place, Assets and Commercialisation (Leisure) Team LED	Internal EDDC officer time LED External disability consultants	Not started	This action will need to be discussed and agreed between LED and the PAC team to prioritise sites and budgets.
2	EDDC priorities are aligned to and compliment Outreach Health and Wellbeing.						
a)	EDDC to appoint an officer to be responsible for: 1. co-ordinating the delivery of health and wellbeing across the district; 2. developing a coordinated and integrated health and wellbeing programme across Council departments, LED and third sector partners based on leisure strategy, public health, Active Devon outcomes etc to ensure there is no duplication of resources; 3. represent EDDC at partner meetings; 4. provide a point of contact for physical activity in EDDC who can signpost community or partner queries; 5. monitoring and reviewing this programme on a periodic basis; 6. promoting health and wellbeing districtwide; 7. a contact point for LED who drives what they deliver over and above their core service of facility management.	2	2023/24 Senior Leisure Officer appointed November 2024	EDDC Senior Leisure Officer in liaison with Health and Wellbeing Officer		Completed	Senior Leisure Officer now establishing networks and contacts with colleagues and partners to cover points 1 - 7.

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
b)	Development of a coordinated and integrated health and wellbeing programme across Council departments, LED and third sector partners based on leisure strategy, public health, Active Devon outcomes etc.	2	2023/24	EDDC Health and Wellbeing Officer / Senior Leisure Officer / LED Community Outreach Team	EDDC Health and Wellbeing Officer / Senior Leisure Officer Funding from different courses including EDDC	Completed	This work is currently being delivered through the LED Outreach team programme and also supplemented through the UK SPF lesiure programme. The Leisure Strategy Delivery Forum receive regular updates on progress.being made in how the off site leisure work is meeting EDDC's Public Health priorities.
c)	EDDC to update contract agreement with LED to reflect the Leisure Strategy and the health and wellbeing outcomes on which the leisure operator should focus. The contract agreement should incorporate clear Health and Wellbeing KPI's aligned to Public Health and Active Devon outcomes, against which the operator will be measured.	2	2022/23 Further Progress in 2024/25	EDDC Senior Leisure Officer	Internal EDDC officer time LED	In progress	A meeting was held in early 2024 with Officers from EDDC and LED on looking to better integrate the Public Health Plan objectives for improving physical wellbeing and LED's outreach programme. A detailed proposal came forward from LED for the 2024/25 financial year requesting an additional £25K for their outreach programme to support these activities. This was approved and will be reported on by LED at Forum meetings.

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
3	Effective partnerships delivering a sustainable community sport and leisure offer.						
a)	EDDC to work with Active Devon based on the alignment between the two strategies. Regular meetings to be established between Active Devon, EDDC and LED to develop a co-ordinated approach to delivery of key outcomes.	3	2023/24 Further Progress in 2024/25	EDDC Place, Assets and Commercialisation (Leisure) Team	Senior Leisure Officer as above.	In progress	Contact made with Active Devon and attending next county wide meeting in February.2025. Met with LED Community Outreach Team in November 2024.
b)	EDDC to engage with the Local Delivery Pilot to develop a partnership approach and forward plan for new indoor leisure facility provision in Cranbrook	2	2022/23 Further Progress in 2024/25	EDDC to engage with the Local Delivery Pilot to develop a partnership approach and forward plan for new indoor leisure facility provision in Cranbrook.	Internal EDDC officer time External Consultants for Cranbrook Business Case – circa £50k External capital funding – possibly £1.5-£2m? (New Sport England Places Fund from April 2023)	In progress	Funding was sought and approved by 27 March 2024 Cabinet meeting to create posts for the 2024/25 financial year for a Community Connector, Community Builder and Project Manager posts to support the Sport England Local Delivery Project within Cranbrook whilst seeking ongoing funding for the three posts to widen the programme to other areas of East Devon to help deliver the wider priorities within the Leisure & Built Facilities Strategy 2021-31. A provision of a budget of £76,974 for the 2024/25 financial year to fund the Community Connector, Community Builder and Project Manager posts
c)	Work in partnership with Devon County Council to map and promote existing and new cycle and walking routes district wide and the benefits of active travel.	2	2024/25 To be adjusted to 2027/28	EDDC Green Infrastructure Project Manager New EDDC Senior Leisure Officer Marketing / Communications Team Devon CC	Senior Leisure Officer as above.	Not started	This is not a priority at the moment.
4	Harnessing the value of the great outdoors.						
a)	EDDC new Health and Wellbeing Programme (2 (2) above) to incorporate informal and organised activities based on using the great outdoors to encourage increased levels of participation in physical activity e.g. healthy walks and cycle rides, sea/wild water swimming, community allotments, conservation volunteering activities, orienteering, Parkrun, Couch to 5K. To be delivered in partnership with Council departments, LED, and other third sector organisations.	2	2023/24	Senior Leisure Officer working in tandem with other partners.	Appointment of Senior Leisure Officer working in tandem with EDDC Health & Wellbeing Officer and partners.	Completed	This has been integrated into EDDC/LED's outreach contract and supplemented by the UK SPF leisure programme to help deliver out of site activities to more of the district's communities. The Leisure Delivery Forum receives regular updates on how this is progressing and the range of activities being provided.

Key Actions		Priority ranking 1 - High 2 - Medium 3 - Low	Timescale (completion by)	Responsible officer(s) / organisation	Resources required	Progress (Click on cell to show drop down list arrow)	Comments
5	Review of the existing leisure management contract.						
a)	<p>EDDC to renegotiate and possibly extend the terms of the existing contract with LED. As a minimum, the following principles should be incorporated:</p> <ul style="list-style-type: none"> • LED to submit business plan through to end of contract period which will present year 1 baseline breakdown of all income and expenditure (Profit and Loss Account) for each site including the health and wellbeing programme. • The business plan will provide the equivalent information for each year through to the end of the contract period, showing the management fee payable by the Council to the operator, increased by RPI annually. • The business plan will clearly show the management fee payment allocated to each site P and L account. • This management fee will replace the existing 5 year fixed service fee. • In re-basing the contract, EDDC should consider the introduction of: <ol style="list-style-type: none"> (1) a utility benchmarking procedure to be applied at a frequency to be determined. Whilst the utility tariff rate should be shared between Council and LED, the risk associated with increased energy consumption should remain the responsibility of the operator. (2) Pandemic cover, ensuring that LED will be in a 'no better, no worse' financial position, but any payments will not be unrestricted and will follow an 'open book' policy. 	1	2022/23	<p>EDDC Place, Assets and Commercialisation (Leisure) Team</p> <p>LED</p>	<p>Internal EDDC officer time</p> <p>External consultants - circa £5k</p>	Completed	EDDC have been working with Strategic Leisure to provide a new template for agreeing a rolling 2 year management fee that is more agile in its ability to read to issues around utility costs, decarbonising its pools, wage costs and impacts of cost of living.
b)	Any revised contract should clearly set out EDDC's key principles and outcomes for sport, health and physical activity and establish key performance indicators (KPIs) against which the contractor will be monitored e.g. participation targets for under-represented groups, levels/frequency of participation measured against Sport England Active Lives annual data returns, East Devon Public Health priorities etc.	1	<p>2022/23</p> <p>Initial Action Completed</p> <p>This has now developed into a much broader action which is reported to the Form seperately.</p>	EDDC Place, Assets and Commercialisation (Leisure) Team	<p>Internal EDDC officer time</p> <p>External consultants</p>	Completed	<p>Negotiations completed on the 2024/25 management fee contract and the Leisure Strategy Delivery Forum receives regular updates as part of its agenda on the budget.</p> <p>This also includes reporting on agreed KPIs on achieving not only savings but also how LED is delivering a leisure contract into our communities and improving communities health & wellbeing.</p> <p>KPIs will require setting for this post Covid.</p>

Report to: Leisure Strategy Delivery Forum

Date of Meeting 14th January 2025

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Playing Pitch Audit and Strategy Update

Report summary:

This report provides an outline of the Playing Pitch Audit (PPA) that is now taking place. A further update will be presented to the next Forum in April 2025. Playing pitches are a critical element of open space provision, they allow people to enjoy outdoor sporting activity with associated recreation, social and health benefits. The PPA will feed into the Playing Pitch Strategy (PPS), which covers the whole of East Devon district, is specifically concerned with the protection and enhancement of existing outdoor pitches and provision of new outdoor pitches for:

- cricket
- football
- hockey
- rugby union
- Tennis; and
- Bowls

Planning policy has a particularly important role and relevance to the protection (resistance of loss to other uses and development) of playing fields and also in respect of new provision of pitches in response to plans and allocations of land for growth and development. Paragraphs 103 and 104 of the [National Planning Policy Framework \(publishing.service.gov.uk\)](https://www.gov.uk/government/publications/national-planning-policy-framework) elaborate on key matters and paragraph 103 specifically advises “Planning policies should be based on robust and up-to-date assessments of the need for open space, sport and recreation facilities

Sport England (as a statutory planning consultee) raises objections to local plans that are not supported by such evidence. Playing Pitch Strategies need, under Sport England guidance, to be reviewed every five years and with the previous strategy dating back 2015 it is critical for the local plan that a new strategy is produced. Planning is one of the means, through developer contributions and on-site provision alongside new building works, to secure new or enhance existing pitch provision.

The new strategy will support the local plan but critically it will also help set a corporate and wider partner and partnership agenda to direct and secure resources to encourage the use, promotion and management of playing fields to provide a resource for all people, at all stages of life in order to take advantage of the opportunities they offer.

Strategic Leisure have been appointed to take the lead role in carrying out the audit. This will underpin an updated Playing Pitch Strategy (PPS) that supersedes a previous strategy that was completed in 2015 by planning colleagues and will be produced in collaboration with the national sporting bodies of the sports listed.

In due course a further report will come to the Forum in terms of proposals for what is included in the new Playing Pitch Strategy and recommendations will then be made to Cabinet. It will be essential that any action plan both addresses the requirements but is also deliverable.

This report also includes the proposed vision and objectives that would be recommended within the proposed Playing Pitch Strategy (PPS) from 2025 that will be considered by Cabinet at the final stage.

Is the proposed decision in accordance with: page 20

Budget

Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Forum notes the progress that has been made on the Playing Pitch Audit (PPA) and highlight any areas that warrant further discussion.

Reason for recommendation:

To comply with a monitoring, delivery and reporting framework for the delivery of the Playing Pitch Strategy and Action Plan.

It provides an opportunity to work with internal Services and provide support in the delivery of the key priorities and identify where additional resource may be required to ensure completion of the tasks.

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Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Communications and Democracy
- ☐ Economy
- ☒ Finance and Assets
- ☒ Strategic Planning
- ☐ Sustainable Homes and Communities
- ☒ Culture, Leisure, Sport and Tourism

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; The timetable includes both internal and external dependencies and adherence to this timetable will be monitored through the Leisure Strategy Delivery Forum.

Links to background information

Appendix 1 – Programme for East Devon Playing Pitch Strategy and Audit

Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

Link to [Council Plan](#)

Priorities (check which apply)

- ☒ A supported and engaged community
 - ☐ Carbon neutrality and ecological recovery
 - ☒ Resilient economy that supports local business
 - ☐ Financially secure and improving quality of service
-

1.0 Background and context

- 1.1 This PPA focuses on pitches across East Devon at which there is some form of public access noting that there are some pitches that are not accessible or have very limited accessibility to the public. It should be noted that the 'pitch' reference in this audit should also be read to apply

to tennis courts, unless used in reference to a specified sport or referenced otherwise. The pitches assessed include both natural grass and artificial grass pitches (AGPs) as well as various tennis courts surfaces and some other hard surfaced areas currently or previously used for sports use.

- 1.2 There is also a need to reflect on securing access to pitches that do exist, however does not permit or have limited public access. School sites are a typical example mindful of how much capacity such pitches can tolerate and managing access to and off site as well as changing room provision. Many clubs do have open memberships, however only elite teams play on the best pitches they have available.
- 1.3 The overall Playing Pitch Strategy (PPS) is underpinned by audits, consultation and a “needs led” analysis of sport and recreation across the district creating a detailed evidence base. Due to the long-term nature of the plan, it is essential that it responds to changing needs and priorities. “Regular consultation and review of supporting information is important, particularly to provide robust evidence to support and inform planning and investment decisions”.
- 1.4 The PPA will provide the evidence of need for provision on development sites through S106 Agreements and for informing priorities for the use of Community Infrastructure Levy funds for off-site provision. They will also underpin applications for grants to major funding organisations, being based on up-to-date research and evidence.
- 1.5 Once the PPA has been ratified by National Governing Bodies (NGB’s) and Sport England, the council will consider a report to formally adopt the ensuing Strategy and Action Plan. Those actions will be dependent on any on-going revenue or capital costs arising from proposals to enhance or provide new facilities being identified and appropriate additional resources secured before any scheme can be approved. Due regard will also be taken to integrate any schemes into other council projects and strategies that are in place. (i.e. Cranbrook).
- 1.6 The production of this PPS started in 2019 before the pandemic occurred. The pandemic, however, put production of the PPS on hold whilst other matters in the sporting world took priority. Many NGB staff were furloughed. In 2022 work was restarted and refreshed, however it has required additional resource through commissioning Strategic Leisure to complete the PPA to reach planned completion in summer 2025.
- 1.7 The pandemic had significant short-term impacts on levels of sporting activity and on sports clubs and participation levels. On a positive note, sport participation levels reported in 2022 and into 2023/24 are not significantly different to those of pre-pandemic years and in some cases, including at youth levels and female participation, this strategy reports on notable increases in participation.
- 1.8 The Local Plan sets out the scale for future housing and therefore population growth and pitch provision will need to respond to this, - there may be scope to update this PPS as Local Plan work progresses.

2 Playing Pitch Audit - Approach

- 2.1 This PPA is being produced in line with the Sport England methodology to produce Playing Pitch Strategies: “Developing and Implementing a Playing Pitch Strategy: A Step by Step Approach” –
- 2.2 The methodology has been developed by Sport England in partnership with sporting National Governing Bodies (NGBs) to ensure a collaborative approach is taken which will result in a strategy ‘owned’ by a range of partners.
- 2.3 The approach taken in strategy production reflects the differences in how each sport is played and pitches are used to understand capacity and use levels, and to ensure the strategy is able to be implemented and kept up to datepage 22

- 2.4 The methodology considers statistics on population levels and future projected changes and sport participation levels, and it provides an assessment of needs and demands of sports and clubs. The strategy considers the need for sport pitches along-side a site-by-site assessment of pitches across East Devon, specifically in respect of their quality, demands made of them and their scope for improvement.
- 2.5 Strategic Leisure were commissioned to deliver the study based on the Sport England guidance has 5 stages broken down into individual steps as detailed in the programme in Appendix 1. There is also a Project Plan in Appendix 2.

3.0 East Devon Playing Pitch Audit and Strategy

- 3.1 The Forum is asked to review the Vision and Objectives for this project. These are based on the original Playing Pitch Strategy that was endorsed by Cabinet in 2015.

Vision:

The vision of the PPS is to ensure that sufficient pitches are provided of a good quality and which support the needs of each sport and the clubs around East Devon taking account of cross-border considerations with adjoining local authorities. This provision should be sufficient and flexible to deal with current and projected increases in demand.

3.2 Objectives

The methodology explains that a clear set of objectives should be drawn up which relate to the 10 steps (as set out in Appendix 1). They should be practical, relate to specific outcomes and achievements, be measurable, and help guide the management of the work. The objectives set out below relate to the step numbers in the methodology.

- a) To produce a well-researched, robustly evidenced strategy specific to East Devon that takes account of local demands and trends
- b) To utilise existing studies/data/information regarding facilities and sites where possible to avoid duplication and where this is not possible gather using a simple survey method
- c) To gather demand information using a simple survey method and by utilising as much information available from NGBs as possible
- d) To audit all sites individually by visiting them in person
- e) To create a strategy that enables the current stock of playing pitches to be enhanced and improved and future provision to be tailored and provided in line with priorities
- f) To identify the key sites, issues and priorities for investment
- g) To develop an on-going action plan that is realistic, achievable and allows for future updating/reviewing
- h) To adopt this strategy with Member approval
- i) To apply the findings of this strategy to improve and enhance existing facilities and prioritise investment in specific new facilities and
- j) To keep the strategy robust and up to date through annual reviews

3.3 Strategy management

This PPA and PPS will be delivered by a project steering group led by the Place, Assets and Commercialisation Service along with the Planning Policy Team of the Council with officers of other departments invited to participate. External (to the District Council) inputs have been provided by sport governing bodies and Sport England.

The project steering group will also need to consider how the strategy informs the way in which existing pitches are managed, maintained and enhanced. This is notable in East Devon where there are many bodies with ownership / responsibility for their own facilities.

3.4 Timescale

Strategic Leisure have undertaken the summer sports assessment in September 2024, and the winter sports assessments started in late December.

Overall, the PPS could be finalised by June 2025, depending on timescales for sign off by the NGBs. However, the assessment itself will be available i.e. Stage C from April 2025.

4.0 Conclusion

- 4.1 Whilst challenges exist, East Devon District Council will use this audit to help inform its PPS and investment decisions, to support bids for grants and funding and in setting standards and levels for new sports pitch provision.
- 4.2 The PPA and PPS will also be used as evidence to help determine planning applications and inform future planning policy requirements in the new East Devon local plan or other planning policy documents.
- 4.3 Other bodies are encouraged to use the PPS to inform their investment and improvement plans and the District Council will use the strategy to inform decisions on partnerships that it may enter into.
- 4.4 This PPS will support efforts to ensure that the sports facilities in the district continue to provide a choice of quality and accessible opportunities for participation in sport.

Financial implications:

There are no immediate financial implications identified at this stage, but the PPS itself will require financial resources to deliver and this will need to be considered in its formulation.

Legal implications:

As noted in Appendix 1 (Stage E: Step 8), full Council's approval may be required to the revised Strategy when it is in its final form. This should be addressed at the point that the draft Strategy is submitted to Cabinet for approval, by way of Officer recommendations stage.

Programme for East Devon Playing Pitch Strategy and Audit

	Scope	Playing Pitch and Outdoor Sports Strategy (PPOSS)
	Facilities	Grass pitches (football, cricket, rugby union, rounders, softball) Artificial grass pitches – 3G, sand-based Outdoor Tennis/Netball Courts
	Sports	Football – junior and senior Rugby Union – junior and senior Cricket – junior and senior Hockey – junior and senior Tennis Bowls Netball
Stage A	Step 1: Prepare and tailor the approach	
Step 1	<p>Firstly, review the audit and demand work completed to date and what has changed since the 2015/16 PPOSS and the most recent audit in 2022.</p> <ul style="list-style-type: none"> Meet with all pitch NGBs and Sport England and check if in the light of identified changes in terms of pitch numbers/quality, Agreed to re-do all audits as it should be completed every 5 years and 2025 updates need to reflect latest trends and changes. (i.e. girls football) 	
Stage B: Step 2	Step 2: Gathering supply information and views <ul style="list-style-type: none"> Identify Supply - qualitative and quantitative audit of all agreed facility types. We will audit summer sports first and then winter sports. We will need confirmation of any technical Pitch Power assessments undertaken since 2021. <p>We understand there are 281 pitches located across 202 sites. Of these 13 are artificial grass pitches. There are in addition 87 outdoor tennis courts on 38 sites.</p>	
Stage B: Step 3	Step 3: Gathering demand information and views <ul style="list-style-type: none"> Identify any changes in quality of pitches- location, pitch type and nature (see above) Identify all relevant clubs and teams across the sports in scope (2024/25 season) and contact them (online survey or face to face dependant on NGB preference) to recheck the demand – level and nature; this is likely to be most critical in football where an increase in junior teams will impact on the number and type of pitches needed. Identify the extent of the changes (quality, number and types of teams) and which sport(s)/facilities are affected Identify Demand - consultation with stakeholders, schools, clubs, parishes and town councils, NGBs, Sport England Map all provision (using GIS) to show current locations, types and extent of outdoor pitches and facilities <p>Consultation will be undertaken through a combination of:</p> <ul style="list-style-type: none"> Face to face meetings (assuming these are possible) Online meetings Online and hard copy surveys Telephone calls Focus groups (in person/online) Emails 	

	<p>Source information from:</p> <ul style="list-style-type: none"> • ONS/Strategic housing Allocation reports • Active Lives • Pitch Power • NGBs • Active Places Power • NGB Strategies • Club, Parish and Town Council surveys • School surveys • League consultation
<p><i>Stage C</i> <i>Step 4</i></p>	<p>Step 4: Understand how each site is being used</p> <p>Understand the situation at each site through stakeholder and wider consultation, audit and assessment, and identify how each site is being used - what, who, when.</p>
<p><i>Stage C</i> <i>Step 5</i></p>	<p>Step 5: Develop the current picture of provision</p> <p>Understand population increases and new housing development alongside the strategic context to inform the wider background to individual pitches, teams and sports.</p>
<p><i>Stage C</i> <i>Step 6</i></p>	<p>Step 6: Identify the key findings and issues</p> <p>What are the main characteristics of the current and future supply of, and demand for, provision? 2. Is there enough accessible and secured community use provision to meet current and future demand? 3. Is the provision that is accessible of sufficient quality and appropriately managed? Sign Off Stage C against Stage C Checklist</p>
<p><i>Stage D</i> <i>Step 7</i></p>	<p>Step 7: Develop the recommendations and action plan</p> <p>Prepare draft and Final reports, all technical appendices and Recommendations, and the Action Plans – site by site and sport by sport.</p> <p>Develop any new scenarios relevant to the new Local Plan and assess impact against the findings of the supply and demand assessment.</p> <p>Application of the Supply and Demand Analysis - Where is provision lacking and for whom? What type of provision is needed moving forward and why? What are the opportunities to address under-supply?</p> <p>We would use Sport England's Playing Pitch Calculator Tool and current 24/25 team numbers for each sport plus the number of new homes multiplied by average household size to identify the development population household size to be agreed with planners. The revised stage C and D analysis will identify additional capacity, if any, at accessible existing sites.</p> <ul style="list-style-type: none"> • Develop Recommendations for future provision – based on Protect, Enhance, Provide, • Develop facility type and site-specific action plans • Provide draft and final reports <p>At each stage we would draft the PPOSS Stage for discussion and sign off by Sport England, NGBs and the council.</p> <p>The above covers PPOSS Stages A-D; Stage E is effectively done through a Steering group once the PPOSS is signed off.</p> <p>We would need the council to provide: Population data, GIS layers to facilitate mapping, stakeholder contacts, signposting to key policy documents.</p>

Stage E - Steps 8, 9 and 10 are usually delivered by the Council.

<i>Stage E:</i> <i>Step 8</i>	Step 8: Write and adopt the Strategy Write the Strategy and report seeking endorsement by Cabinet /Council.
<i>Stage E:</i> <i>Step 9</i> <i>Step 10</i>	Step 9 and 10: Deliver the strategy and keep it robust and up to date Apply and deliver the strategy Keep the strategy robust and up to date

East Devon Playing Pitch Strategy Project Plan

		2024			2025								
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
Stage A - Prepare and Tailor Approach	TASKS												
	Review scope of work - establish drivers, objectives and vision for the PPS, study area, sub areas, timescales, sports												
	Meet with Sport England and Local Authority to set out project scope and understand the area, agree population growth figures to be used, ensure SE are satisfied with the brief												
	Establish steering group - NGBs, LA, Sport England, others e.g. universities, active partnerships,												
	Read previous PPS - establish what has, and what potentially will change. Develop an understanding of the local area.												
	Read local LFFP - what has been developed since this was developed												
	Arrange Stage A meeting with all members of the steering group, send project brief and agenda to steering group												
	Draft online club, school, town council and parish surveys. Agree the draft with NGBs and determine the responsibility for distribution with steering group												
	Hold Stage A meeting - project plan, timelines, sub-areas and responsibilities all agreed. NGBs highlight key issues, goals and initiatives for their sport, request NGB affiliation data												
	Distribute meeting minutes, project plan and agree Stage A sign off with SE.												

Stage B - Supply and Demand Data		
	Download Active Places Power data to use as baseline for site audits	
	Undertake site audits for winter sports (Summer sports undertaken during peak play in the summer)	
	Consultation with neighbouring authorities. Gather information regarding significant pitch or housing developments and displaced demand	
	Club, school, town council and parish surveys distributed. Request affiliation data from all NGBs as well as pitch assessment information e.g. PitchPower	
	Draft Stage B document using info from site audits, NGB affiliation data and online surveys	
	Distribute Stage B summer data to steering group. Request feedback and any missing information	
	Steering group provides feedback on Stage B document	
	Draft final stage B document, showing supply and demand information across all sports. Request steering group sign off.	
Stage C - Accessing Supply and Demand		
	Agree the current and future population statistics to be used, information on housing developments etc, across study area and in the neighbouring authorities.	
	Understand the situation at each site - compare supply with demand, evaluate spare capacity, any key issues	
	Develop understanding of current community provision in the study area	

Stage D - Developing the strategy	Understand the potential future demand - take into account population change, participation targets, any changes to supply etc.	
	Identify key findings - current and future supply and demand for provision, is provision accessible and appropriately managed	
	Distribute stage C to steering group. Provide time for NGBs to respond with changes/recommendations	
	Steering group provides feedback on Stage C document	
	Stage C sign off	
	Meet with NGBS, LA and Sport England to agree scenarios for each sport	
	Create scenarios for each grass pitch type and AGP.	
	Develop recommendations and actions for each sport based on protect, enhance, provide. Scenarios should retain spare capacity.	
	Write the PPOSS strategy and develop the action plan	
	Present the PPS to the steering group, allowing time for NGBs, LA and SE to provide comments.	
	Sport England sign off	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted