Public Document Pack

Additional papers 2

Overview and Scrutiny

Committee

Thu 20 Oct
2022
6.30 pm

Council Chamber
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

making a difference

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REDDITCH BOROUGH COUNCIL

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Overview and Scrutiny

Thursday, 20th October, 2022
6.30 pm
Council Chamber Town Hall

Agenda

Membership:

Cllrs:	Bill Hartnett (Chair)	Brandon Clayton
	Joanna Kane (Vice-Chair)	Sid Khan
	Salman Akbar	Timothy Pearman
	Imran Altaf	
	Tom Baker-Price	
	Michael Chalk	

5. **Leisure Strategy - Pre-Decision Scrutiny** (Pages 1 - 254)

The full report, including appendices, is attached to this supplementary pack. Included in the pack are Facilities Planning Model Assessments of Sports Halls and swimming pools, undertaken by Sport England on behalf of the Council.

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Agenda Item 5

REDDITCH BOROUGH COUNCIL

Executive

26TH October 2022

Leisure and Culture Strategy

Relevant Portfolio Holder		Councillor Beecham
Portfolio Holder Consulted		Yes
Relevant Head of Service		Ruth Bamford – Head of Planning, Regeneration and Leisure Services.
Report Author	Job Title: Parks & Events Service Manager Contact email: Ishrat.karimifini@bromsgroveandredditch.gov.uk Contact Tel: 07713 085872	
Wards Affected		All Wards
Ward Councillor(s) consulted		No
Relevant Strategic Purpose(s)		• Living independent, active & healthy lives. • Communities which are safe well-maintained & green. • Aspiration, work and financial independence. • Run and Grow Successful Business.
Key Decision / Non-Key Decision: **Non-Key Decision**		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. RECOMMENDATIONS

The Executive resolutions that:-

1) **The Leisure and Culture Strategy at Appendix A is endorsed**

2) **That delegated authority is given to the Head of Planning, Regeneration and Leisure Services in conjunction with the Portfolio Holder for Leisure services to implement the following Recommendations 1, 2,8,9,10,11,12 13,15,16,17,20,22,24,25, 40,41, 42,43,44,45,46 and 47 as set out in the Leisure and Culture Strategy at 6.0**

2. BACKGROUND

2.1 Redditch Borough Council resolved that delegated authority be granted to the then Head of Leisure and Culture Services to produce a Leisure and Culture Strategy.

2.2 Given the current context for the public sector, as well as the wider economy, budget constraints and increasing costs, it is becoming necessary for expenditure on leisure and culture services, to be objectively justified, developed, and delivered against a strategic framework. Consultants, Strategic Leisure and Community First Partnership, were appointed in February 2021 to produce a Leisure and Culture Strategy for Redditch Borough Council.

2.3 This Leisure and Culture Strategy ('the Strategy') for Redditch Borough sets out our future direction of travel for Leisure and Culture services (LCS) and identifies the priorities for provision of these important, and highly valued community services. This Strategy is aligned to the Corporate Plan which recognises the contribution that leisure and culture can make to the achievement of our corporate and community priorities, and in particular community health and wellbeing.

2.4 The Strategy comprises the following supporting evidence, these documents can be viewed at appendix B-F. These documents have informed the recommendations contained within the Strategy (Appendix A).

:

- Playing Pitch Strategy. - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).
- Built Facility Strategy - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).
- Facility Planning Model - an assessment of whether the capacity of existing facilities are capable of meeting local demand for a particular sport
- Arts and Culture Strategy. – Analysis of existing provision, key issues, priority needs, followed by recommendations.
- Parks and Open Spaces Strategy – Analysis of existing provision, key issues and priority needs, production of management plans for key sites followed by recommendations.

For the purposes of this Strategy, leisure and culture includes arts, culture, heritage, physical activity and sport, events, parks, open space facilities, venues, and sites.

Appendices A,B,C and E are available to view at the time of writing this report. By the nature of the process attached to producing the Playing

Pitch Strategy and the Built Facilities Strategy the time required to produce this work means that these will be brought back to the council for endorsement later. It is anticipated that this will be in the new year.

2.5 The Strategy in summary focuses on four key areas:

(2.6.1) the value of LCS
(2.6.2) the existing LCS
(2.6.3) the vision for LCS
(2.6.4) the delivery of that vision.

2.6.1 The value of LCS: this makes the case for the benefits that LCS can have on people's lives and then takes the findings found in a community and stakeholder survey to support that case.

2.6.2 The existing LCS: this identifies the current leisure and culture offer as a whole across Redditch, and clearly identifies where improvements can be made to it. The reports such as the Playing Pitch Strategy and the Built Facilities Strategy support the process of identifying those required improvements.

2.6.3 The vision for LCS: this brings together the information in 2.6.1 and 2.6.2 and goes on to set out the vison as well as specific aims and objectives for LCS across Redditch. Here is a section of this replicated below:

VISION: Healthier and happier communities actively engaged in leisure and culture.

AIM: To improve community health and wellbeing through inclusive access to parks, open spaces, sport, physical activity, arts, heritage, culture and everyday creativity. This way we will inspire our communities to lead longer, happier, healthier and more successful lives.

2.6.4 The delivery of that vision: This is arguably the most significant section of the Strategy. Table Four at paragraph 6.0 in the strategy lists 47 projects which when read as a whole, describe all the key recommendations required to achieve the vision for LCS in Redditch Borough between 2022 and 2032. These projects have been placed in colour coded priority order: i) short term priorities, ii) short-medium term priorities, iii) medium term priorities, iv) medium-long term priorities, v) long term priorities, and finally a small number which are vi) ongoing priorities.

The short and short - medium term recommendations are those to be completed in years 1-2. The medium and medium long term in years 3-5. The long-term recommendations are expected to take longer than 5 years to implement.

2.7 All of the "ongoing" and the short-term recommendations numbered **Recommendations 1, 2,8,9,10,11,12 13,15,16,17,20,22,24,25, 40,41, 42,43,44,45,46 and 47 as set out in the Leisure and Culture Strategy at 6.0** re able to be implemented straight away should members endorse the strategy. They will be undertaken using existing resources.

2.8 All of the remaining recommendations need to be fully costed before being reported back to members in due course. This process is outlined in Recommendation 47.

3. FINANCIAL IMPLICATIONS

3.1 The officer **Recommendation 2** found above seeks delegated authority for the Head of Planning, Regeneration and Leisure Services, in conjunction with the Portfolio Holder for Leisure Services, to implement those Recommendations set out in the Leisure and Culture Strategy, within section 6.0, that have no financial implications. On that basis there are no financial implications to this report.

3.2 Moving forwards, aspects of the implementation of The Strategy that could have a financial impact will be reported separately to members, for consideration, in due course. Recommendation 47 of The Strategy which is replicated below describes the process:

Develop a costed action plan to deliver the 3 stage recommended actions identified in the leisure and culture strategy:

1. Officers to progress with immediate effect projects categorised as "ongoing" or "short term" priorities and that have no need for additional staff or cash resources
2. Officers to prioritise the production of costed action plans for all "ongoing" and "short term" priorities that have an additional cost implication and to bring these forwards to Council for agreement
3. Officers to schedule the production of costed action plans for all "short to medium", "medium to long term" and "long term" priorities and to bring forward to Council for agreement

3.3 The production of these costed plans will clarify at that future stage what any additional resource could be, and as stated above, will be presented to members for their consideration in due course

4. LEGAL IMPLICATIONS

4.1 The provision of leisure and culture services by local authorities is a non-statutory service which Councils, including Redditch Borough Council, provide and incur expenditure on, under discretionary powers.

4.2 The Parks and Open Spaces Strategy component of this project includes reference to Redditch Borough Council's allotment services. Allotments fall under the auspices of "The Allotments Act 1925" an Act to facilitate the acquisition and maintenance of allotments, and to make further provision for the security of tenure of tenants of allotments

4.3 Due regard to the implications of the Public Sector Equality Duty and the Equalities Act (2010) is described within Equalities and Diversity Implications below at 6.

5. STRATEGIC PURPOSES - IMPLICATIONS

5.1 The most relevant strategic purposes are:

- Living independent, active & healthy lives.
- Communities which are safe well-maintained & green.
- Aspiration, work and financial independence.
- Run and Grow Successful Business.

5.2 The strategy describes how accessible and high quality LCS facilities and opportunities can have a positive impact upon peoples' lives. Access to Leisure and Culture helps people to live independent, active, and healthy lives, and contribute to providing communities which are safe, well maintained, and green. When communities engage well with LCS aspiration increases and people are more likely to volunteer, be successful at work and be financially independent.

6 CLIMATE CHANGE IMPLICATIONS

6.1 The implementation of The Strategy can make a positive change in terms of climate change objectives. Services can be provided and enabled more sustainability, In particular, in terms of our green and open spaces, the sustainable management opportunities and contribution to biodiversity net gain. The climate change officer has reviewed the strategy document, further suggestions will be reviewed by the consultant team and incorporated in the final strategy document.

7. OTHER IMPLICATIONS

EQUALITIES AND DIVERSITY IMPLICATIONS

7.1 Inherent in this Leisure and Culture Strategy is the significant opportunity for Redditch Borough Council to bring forwards a positive difference to the quality of life for residents from the broadest range of backgrounds

7.2 The identification of community needs (including the broad range of demographic representation to be found in Borough like Redditch) is of paramount importance to the effective delivery of any quality Leisure and Culture Strategy. Subsequently recommendations made as part of this strategy work have made clear the requirement for service users to be engaged on an ongoing basis.

7.3 The Equalities Act of 2010 sets out clearly the requirement for public authorities to comply with the public sector equality duty. In summary this provides a need to “remove or reduce disadvantages suffered by people because of protected characteristics”.

7.4 Due process in relation to equality impact assessment will be delivered throughout the term of the strategy

8 OPERATIONAL IMPLICATIONS

8.1 None at this stage.

9. RISK MANAGEMENT

9.1 Failure to deliver the opportunities for better quality of life described in the Leisure and Culture Strategy

REDDITCH BOROUGH COUNCIL

Executive **26TH October 2022**

10. APPENDICES

None

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Beecham	September 2022
Lead Director / Head of Service	Ruth Bamford - Head of Planning, Regeneration and Leisure Services Bromsgrove District and Redditch Borough Councils	October 2022
Financial Services	Peter Carpenter	August 2022
Legal Services	Claire Felton	
Policy Team (if equalities implications apply)	Deborah Poole	July 2022
Climate Change Officer (if climate change implications apply)	Kath Manning	September 2022

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6. Recommendations

6.1. To deliver our Vision for community health and wellbeing through leisure and culture services our priority actions and recommendations across leisure and culture services are described in Table 4 (below). The table presents a sliding scale in terms of prioritisation (ongoing-short term- short term to medium term- medium term – medium term to long term – long term).

Key:

	Timescales	
	Long term	5 years +
	Medium to long term	3 – 5 years +
	Medium term	3 – 5 years
	Short to medium term	2 – 5 years
	Short term	1 – 2 years
	Ongoing	

Table 4: Recommendations

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Parks and Open Spaces					
Recommendation 1 Develop a better understanding of the biodiversity value of the borough's green assets.		✓		**Short Term**	**Internal and External**
Recommendation 2 Positively engage in partnership working at a local and county level to improve biodiversity, nature recovery and deliver wildlife-rich landscapes.		✓		**Short Term**	**Internal**
Recommendation 3 Develop a clear approach to Biodiversity Net Gain and Green Infrastructure to provide a measurable approach to develop and manage land.		✓		**Short-Medium Term**	**External**
Recommendation 4 Carry out a natural capital assessment of the value of the Borough's parks and open spaces.		✓		**Medium Term**	**External**
Recommendation 5 Develop a plan to identify priorities for delivering further carbon capture and natural capital gains.		✓		**Medium Term**	**External**
Recommendation 6 Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.		✓		**Short-Medium Term**	**Internal**
Recommendation 7 Apply robust approaches to the Local Standards in relation to planning development to address deficiencies in the accessibility and quantity of open spaces across the borough.		✓	✓	**Short-Medium Term**	**Internal and External**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 8 Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the Borough.		✓		**Short Term**	
Recommendation 9 Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.		✓		**Short Term**	**External**
Recommendation 10 Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of s106 funding.	✓	✓	✓	**Short Term**	**Internal and External**
Recommendation 11 Develop an application to the Levelling Up Parks Fund by October 2022.	✓	✓	✓	**Short Term**	**Internal and External**
Recommendation 12 Develop an environmental management strategy for parks and environmental services.		✓		**Short Term**	**Internal and External**
Recommendation 13 Develop a clear marketing plan for green spaces that includes new web pages, social media and targeted work with key audiences.		✓		**Short Term**	**Internal and External**
Recommendation 14 Promote active travel routes within parks and open spaces.		✓		**Short-Medium Term**	**Internal**
Recommendation 15 Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 16 Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.		✓		**Short Term**	**External**
Recommendation 17 Start a pilot project to explore the process of transfer to self-management and share this learning across the borough.		✓		**Short Term**	**Internal**
Recommendation 18 Develop a consistent approach to signage across all priority parks.		✓	✓	**Short-Medium Term**	**Internal and External**
Recommendation 19 Develop engaging interpretation on those sites of significant biodiversity or heritage interest.		✓		**Short-Medium Term**	**Internal and External**
Recommendation 20 Pilot an approach to establish a new model for event delivery that allows local organisations to deliver programmes of events and activities.		✓		**Short Term**	**Internal and External**
Recommendation 21 Develop programmes of support to increase skills and capacity amongst local organisations and to ensure the successful delivery of new programmes of events and activities.		✓		**Short-Medium Term**	**Internal**
Recommendation 22 Evaluate the success of the pilot projects and implement any required changes to the new delivery model.		✓		**Short Term**	**Internal and External**
Recommendation 23 Engage more regularly with potential partners at a county wide level.		✓		**Short-Medium Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 24 Develop a partnership with the National Trust to deliver the 8 Hills project.		✓		**Short Term**	**Internal**
Recommendation 25 Develop service wide Key Performance Indicators to reflect service plan priorities.		✓		**Short Term**	**Internal and External**
Recommendation 26 Develop a rolling programme of applications to the Green Flag Award:	✓	✓	✓	**Short-Medium Term**	**Internal and External**
Built Sports Facilities					
To follow Recommendations 27 to 39					

Arts and Culture Provision					
Recommendation 40 Agree the following priorities for the planning and delivery of arts and culture services by the Council: • Economic development and regeneration, including skills development; • Improving physical, emotional and mental health and wellbeing; • Reducing crime and disorder; • Improved community safety and responding to anti-social behaviour • High quality services; • Sustainability.		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 41 Endorse the Council's engagement with and support for the strategic initiatives identified in this report as appropriate for the delivery of the Council's vision, objectives and milestones: • Tell Me What You Want; • Heritage Corridor North Worcestershire; • Bromsgrove and Redditch Culture Compact; • Levelling Up for Culture Places; • Levelling Up Fund; • Creative People and Places		✓		**Short Term**	**Internal**
Recommendation 42 The Council develops: a) A detailed Programme Management Plan, including i) outline timetable, ii) resource requirements, together with iii) outcomes and milestones, for the delivery of the strategic initiatives for incorporation into the Council's Corporate and Community Plan. • Reimagine Redditch: Creative People & Places Programme; • Bromsgrove and Redditch Cultural Compact • Heritage Corridor North Worcestershire; • Levelling Up for Culture Places; • Tell Me What You Want.		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
These Programme Management Plans to be regularly monitored and updated to reflect completion of initiatives and any additional initiatives embarked upon b) In partnership with other providers deliver strategies to respond to the key outcomes from Reimagine Redditch and other community consultations:- • A wish for greater diversity of and community involvement with arts and cultural provision; • A wish for increased delivery of arts and cultural provision in neighbourhoods; • A wish for greater community involvement in the commissioning and choice of arts and cultural activities; • A wish for improved marketing and awareness raising of arts and cultural activities and opportunities. c) That the Leisure and Culture Services team work closely with the Legal Services team on an ongoing basis to contribute to setting out future strategy and direction of travel for the Palace Theatre and Forge Mill Needle Museum/Bordesley Abbey Visitor Centre and in so doing deliver all key priorities as set out in this Arts and Culture Strategy.					
Recommendation 43 Endorse the delivery of the strategic initiatives and additional arts and culture projects including appraisals of the future operation of performance venues and museums as a single, integrated programme and on a programme/project management basis, as described in the draft strategies to be overseen by the Head of Planning, Regeneration and Leisure.		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 44 Review the existing staffing structure for arts and culture in the context of the above changes in functions and responsibility and to implement any changes required to that structure to ensure delivery of the integrated programme.		✓		**Short Term**	Internal and possibly external
Playing Pitches					
TBC when PPS is complete					
KPIs and Financial Profiling					
Recommendation 45 Develop and then implement KPIs to evaluate the way in which leisure and culture provision contributes to the Council's Plan (vision and priorities including health and wellbeing)		✓		**Short Term**	**Internal**
Recommendation 46 Develop and then implement KPIs to evaluate the way in which the leisure and culture strategy and its associated projects contribute to the Council's Plan (vision and priorities including health and wellbeing)		✓		**Short term**	**Internal**
Recommendation 47 Develop a costed and resourced 3 stage action plan to deliver the recommended actions identified in the leisure and culture strategy: **1.** Officers to progress with immediate effect projects categorised as "ongoing" or "short term" priorities and that have no need for additional staff or cash resources		✓		**Short term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
2. Officers to prioritise the production of costed action plans for all “ongoing” and “short term” priorities that have an additional cost implication and to bring these forward to Council for agreement or otherwise **3.** Officers to schedule the production of costed action plans for all “short to medium”, “medium to long term” and “long term” priorities and to bring forward to Council for agreement					

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Redditch Borough Council

Leisure and Culture Strategy 2022-2032

A report by Strategic Leisure Limited

September 2022

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Appendices

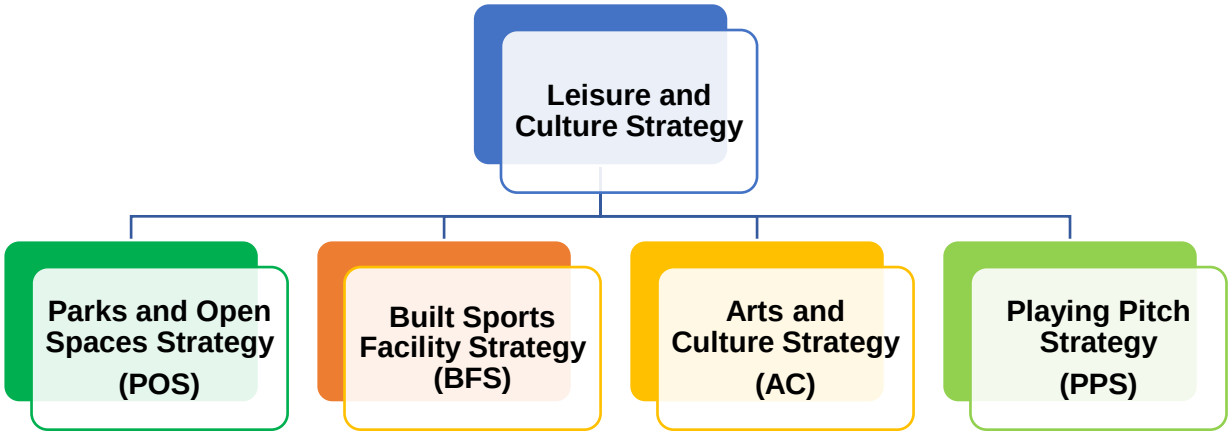
1. Parks and Open Spaces Strategy
2. Arts and Culture Strategy
3. Facilities Planning model
4. Built Facility Strategy – Redditch - to follow
5. Events Analysis- Redditch
6. Playing Pitch Strategy – Redditch – to follow

1. Introduction

1.1. This Leisure and Culture Strategy ('the Strategy') for Redditch Borough sets out our future direction for leisure and culture services and identifies the priorities for provision of these important, and highly valued community services.

1.2. The Leisure and Culture Strategy is an over-arching document, comprising strategies for Parks and Open Spaces (including 4 Management Plans), Built Sports Facilities, Arts and Culture, and Playing Pitches.

Figure 1: Council Strategies



1.3. The Leisure and Culture Strategy comprises the following strategy documents. They can be described in brief terms as follows: :

- Parks and Open Spaces Strategy – an analysis of existing provision, key issues and priority needs, production of management plans for key sites followed by recommendations.
- Arts and Culture Strategy. – an analysis of existing provision, key issues, priority needs, followed by recommendations.
- Built Facility Strategy - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).
- Playing Pitch Strategy. - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).

Table 1: Redditch Borough Council Corporate Plan 2019-2024

Redditch Borough Council Corporate Plan 2019-2024	
Our vision is to enrich the lives & aspirations of all our residents, businesses & visitors through the provision of high quality services, ensuring that all in need receive appropriate help, support and opportunities.	
Community Priorities • Economic development and regeneration; • Housing growth; • Skills; • Improved health and wellbeing; and • Community safety and anti-social behaviour.	**Organisational Priorities** Our organisational priorities are: • Financial Stability; • Sustainability; and • High Quality Services.

1.5 The addendum to the Council Plan takes the shift in priorities bought about by the pandemic into consideration and sits alongside the current Council Plan.

1.6 Redditch Borough Council has considered what really matters to local residents and the impacts of the pandemic, and in that context has developed nine priorities underpinned by a set of key milestones. The addendum document sits alongside the Redditch Borough Council Plan 2019 – 2024. The key priorities are:

1. Economic Development and Regeneration;
2. Housing Growth;
3. Work and Financial Independence;
4. Improved Health and Wellbeing;
5. Community Safety and Anti-Social Behaviour;
6. Green Thread;
7. Financial Stability;
8. Organisational Sustainability; and
9. High Quality Services.

1.7 The priority of Improved Health and Wellbeing is key to this Leisure and Culture Strategy. The addendum to the Council Plan 2019-2024 states that Redditch Borough Council will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into people's everyday routines. We will prioritise aligning leisure and culture services with the emerging Integrated Care System (ICS) in order to best achieve this.

1.8 We will prioritise embedding leisure and culture services within the emerging Integrating Care System (ICS) in order to best achieve this.

- **Progress and learning:**
  - Covid-19 helped us see the health and wellbeing importance of community, of activity, and of the health and care system.

- **Focal points:**
  - **Community Development**: we will embed an Asset Based Community Development (ABCD) model that builds on the assets that are found in local communities and mobilises individuals, associations, and institutions to come together to realise and develop their strengths. Through grant funding, Community Builders within the voluntary sector will be working with local residents and existing organisations to uncover the key community assets and skills of local residents. They will assess how to build a more cohesive community that will ultimately lead to a less isolated, healthier, and more connected community, particularly as we move towards Covid recovery.

- **Active travel:** we will work with local people and experts to explore how we might establish a local transport infrastructure that encourages physical movement.

- **Integrated care:** we will work with local public service partners to establish an integrated care model, using a blend of professional and community led support to ensure those who most need support are properly cared for.

- **Leisure Strategy:** we will develop a Leisure Strategy for the Borough.

1.9 The Worcestershire Health and Wellbeing Board's (WHWB) Strategy 2022-2032 identifies good mental health and wellbeing as the main priority, supported by action in areas that we all need to **'Be Well in Worcestershire'**. The Vision of the WHWB is 'working together for all to be well in Worcestershire'. The priority is good mental health and wellbeing, supported by actions on the wider determinants of health:

- Healthy Living at all ages;
- Safe, thriving and healthy homes, communities and place; and
- Quality local jobs and opportunities.

1.10 We know that good mental health and wellbeing is an important part of all our experiences in life and that it is something that affects other areas of our health too. Better mental health and wellbeing is linked to improved physical health, performance in education and living longer in better health.

1.11 Working with other Worcestershire districts, Redditch Borough Council has a role as a preventative provider in terms of health and wellbeing. It's focus is:

- Tackling inactivity;
- Prevention; and
- Commissioning and the Integrated Care Partnership (ICP).

1.12 Working with the Primary Care Network (PCN) across the wider preventative agenda, Redditch Borough Council has a key role in co-designing and co-delivering services. Provision of leisure and culture services is central to this role given the contribution they make to health and wellbeing, reduced inequalities and overall quality of life.

Redditch Borough

1.13 Redditch Borough is within the County of Worcestershire and borders Warwickshire County to the east and southeast. It is surrounded by Bromsgrove District to the west and north, Stratford-on-Avon District to the east and southeast and Wychavon District to the southwest.

1.14 The Borough is situated at the outer edge of the Green Belt boundary for the West Midlands. Redditch offers easy access to the countryside and prominent local areas, including culturally rich areas such as Stratford-upon-Avon and naturally rich areas such as the Cotswolds. The Borough lies 15 miles south of the Birmingham conurbation and Birmingham airport is approximately 25 minutes' drive time away.

1.15 Redditch Borough consists of the main town of Redditch, the villages of Astwood Bank and Feckenham and several other hamlets. It covers an area of 5,435 hectares (13,430 acres) with a population of 84,214 (2011 Census).

1.16 The Borough is split into the urban area of Redditch in the north, accounting for 50% of the area and 93% of the population; and the rural area to the south with 7% of the population. The rural area consists predominantly of Green Belt land, but also open countryside, as well as the villages of Astwood Bank and Feckenham.

1.17 Key demographic characteristics impacting future leisure and culture provision include [1]:

- The main ethnic grouping is white British; the second largest ethnic group is Asian or British Asian;
- The health of people in Redditch is varied compared with the England average. About 15.6% (2,620) children's live-in low-income families;
- Life expectancy is 12.7 years lower for men and 10.4 years lower for women in the most deprived areas of Redditch than in the least deprived areas;
- 17.7% of Year 6 aged children are classified as obese – this rate is lower than the English average;
- Estimated levels of excess weight in adults (aged 18+) are worse than the England average; and
- There is 3.9% unemployment in Redditch.

[1] **Sources:** ONS 2018 Based Sub National Population Projections –REDDITCH 2021 and 2040; Index of Multiple Deprivation –REDDITCH- 2019; Public Health England (REDDITCH) Local Authority Health Profile 2019

2. The Value of Leisure and Cultural Services

2.1. Leisure and culture services are increasingly recognised for the contribution they can make to happier, healthy communities, community identity and place-making. Networks of inclusive and accessible leisure and culture facilities significantly contribute to the quality of life for our Redditch communities:

- Physical and mental health improvement;
- Community cohesion;
- Lifelong learning and skill development;
- Economic development and regeneration;
- Biodiversity and nature conservation; and
- Climate change reduction.

2.2 Respondents to the Community Survey (SLL Autumn 2021) undertaken in both Bromsgrove and Redditch endorse the importance of leisure and culture provision in their own communities, because of the benefits they deliver at both individual and community level. Key themes identified through consultation included:

- The importance of being able to access parks and open spaces close to where people live, and the need to retain as much open space as possible for community benefit;
- The value of inclusive and affordable leisure facilities for activities such as swimming, playing or walking in a park, street music and the arts;
- The role of events and collaborative projects for bringing communities together and raising the profile of Redditch; and
- The potential of arts, leisure, culture, green open space, parks and heritage to develop and celebrate community and a sense of place, and engage individuals and groups in a range of creative and participative activities.

2.3 Consultation feedback underlines the value of leisure and culture facilities and services delivered by a range of providers e.g. community and voluntary organisations, education, religious groups, local authorities and highlights that people want to be more involved in their planning, development and delivery, through partnership working. The ability and opportunity to volunteer, or get involved in other ways, is a key priority for many.

2.4 This feedback is in line with the latest industry thinking that leisure and culture facilities are:

'valuable assets to drive health outcomes and reduce inequalities.' [2]

2.5 The role of such assets is:

'The delivery of social, economic and health outcomes on both a local and national level whilst also providing affordable, accessible leisure services and facilities to local communities.' [3]

2.6 The feedback also reflects the latest Government approach to be delivered through the new Office of Health Improvement and Disparities (OHID) aimed at preventing health disparities across the United Kingdom and supporting people to live longer, healthier, and happier lives.

2.7 OHID will focus on stopping debilitating health conditions before they develop and represents a distinct step-change in focus from the Government towards a more preventative, rather than diagnostic, approach to health.

[2] Source: UK Active Leisure Consultancy Report July 2021
[3] Source: UK Active Leisure Consultancy Report July 2021

3. Existing Leisure and Culture Provision

3.1 There is a wide range of leisure and culture provision - services and facilities - across Redditch Borough. These include:

- Arrow Valley Country Park, Morton Stanley Park, Overdale Park, Brockhill Park, Batchley Pool, other parks and areas of open space;
- Playing pitches e.g. Greenlands Playing Fields;
- Allotments;
- Events;
- Abbey Stadium Leisure Centre;
- Play areas;
- Forge Mill Needle Museum, Bordesley Abbey;
- Palace Theatre;
- Sport, Arts, Health and Community Development;
- Environmental activities;
- Community Centres;
- Pitcheroak Golf Course; and
- Wide-ranging partnerships and collaborative working.

3.2 Other provision includes live music venues, arts centres, exhibition spaces and community centres.

3.3 Rubicon Leisure Limited, the Council's wholly owned trading company, manages the Palace Theatre, the Forge Mill Needle Museum, and Bordesley Abbey, Abbey Stadium Leisure Centre, Pitcheroak Golf Course, Arrow Valley Visitor Centre and a number of community centres.

3.4 Redditch has an established multi-sectoral arts infrastructure including, in addition to community and voluntary organisations, a number of built facilities; the most significant being:

- Town Centre Bandstand, Redditch;
- Paolozzi Mosaics; and
- Redditch and Woodrow Libraries provided by Worcestershire County Council.

3.5 In order to make the most of leisure and culture provision to benefit the health and wellbeing of Redditch communities there is a need to consider these key issues and where possible address them.

3.6 Identified key issues and challenges with existing provision, (based on internal and external stakeholder consultation and community surveys carried out by Strategic Leisure Limited during Autumn 2021) are summarised in Table 2.

Table 2: Summary of Key Issues and Challenges for Redditch Borough Council Leisure and Culture Provision

Leisure and Culture Provision	Redditch Borough
Parks, Country Parks and open spaces, including play areas	The key areas for action set out in the Parks and Open Space Strategy and the 4 Management Plans are: • Biodiversity and Nature Recovery • Climate Change Adaptation and Mitigation • Health and Wellbeing • Planning and Development • Quality of parks and open spaces and their infrastructure • Achieving Green Flag standard parks and open spaces
Playing pitches	The emerging findings of the playing pitch analysis (Stage C) are set out below. These will be examined further in the final report. **Football** Very small amount of spare capacity on all pitch sizes other than adult 11v11. Overall deficit by 2040, due to deficit of match equivalent sessions on Adult 11v11 and Youth 11v11 pitches. **All-Weather Grass Pitch Provision (AGP)** Very small amount of spare capacity on all pitch sizes other than adult 11v11. **Hockey AGP** Adequate supply for current and future demand. **Rugby Union** Deficit of training and match play sessions **Cricket** Current small surplus which is predicted to turn into a small deficit by 2040 **Outdoor Bowls** Spare capacity

Leisure and Culture Provision	Redditch Borough
	Tennis If existing provision was catering for informal demand in Redditch, it would be working at a 13.6% capacity. However, it is believed that this demand is being met outside of the area, due to the poor quality and inaccessibility of courts in Redditch. Redditch Tennis Club currently has an 87% utilisation rate, meaning there is capacity for another 41 members.
Allotments	• The cost of providing, maintaining and managing allotments • Feasibility for allotments to be transferred to self-management/a management organisation (as per 2019/20 Redditch Borough Council report)
Events	Event specific analysis (2021/22) undertaken as part of developing the Parks and Open Spaces Strategy identifies: • There is a need to consider the future role of the Council in delivering events, and which service is best placed to manage Council events • The type and scale of events the Council delivers given the costs of internal resources, and the subsidy required per participant • Reducing levels of participant satisfaction with Council events • The need for objectives for, and outcomes of, Council events and how these align to strategic priorities • The opportunity to better connect events into local priorities, as opposed to being one-off occurrences • The potential for more events to be developed and delivered by the community given the potential of these to raise funds for the third sector, and the cost of delivering major events.
Leisure Centres	• Under-supply of publicly accessible swimming facilities which contributes to many Redditch residents using pools outside the borough • Inability to access casual swimming at Abbey Stadium, particularly weekday evenings • Affordability of activities • Limited access to education sports halls i.e. only evenings and weekends • Ageing facilities e.g. some education-based sports halls • Operational sustainability e.g. the Council's LATCO due to the range of facilities in the portfolio it manages • Need for investment
Sport, Arts, Health and Community Development	• It would be beneficial for clearer service delivery priorities to be established so that available resources can be appropriately targeted • Limited links with facility operators so programmes/initiatives are not aligned • Ability to join up and link delivery resources across service and geographical areas • Partnership working limited by available resources

Leisure and Culture Provision	Redditch Borough
Arts activities, museums, theatre	Respondents in Redditch Borough described access to arts, culture and heritage as good, with heritage attractions being the most visited. A number of barriers were identified to engagement with arts, culture and heritage facilities: • More publicity/marketing is required to raise awareness of services on offer; • Some respondents feel disconnected from the Council and the leisure and culture services provided: • A feeling that increased investment is needed in arts, culture and heritage 'without cutting corners'; • There is a need for more and greater diversity of local community events and for the Council to work more closely with communities and groups on these; • Better, more reliable, and more affordable public transport links to assist travel to facilities and events; • There are concerns about not feeling safe in and around the town when travelling to facilities; • A feeling that the town is being neglected and frustration at 'missed opportunities'; and • Recognition that the Covid pandemic has had a huge impact on services. Other key issues and challenges include: • Awareness and accessibility of arts facilities, activities and organisations • Options for the future operational delivery of culture and heritage built assets • Ensuring Redditch Borough Council's influence is retained through externally funded initiatives • Ensuring that Redditch Borough Council priorities are at the heart of all externally funded programmes
Community Centres	• Community centres are seen as important places • Public awareness of the community centres and what is provided through them • The potential opportunities to asset transfer community centres to alternative operational delivery models
Wide-ranging partnerships and collaborative working	• Opportunities for community to engage and contribute • Increasing opportunities for community-based/led delivery • Identifying the priority partnerships on which Redditch Borough Council resources should be focused

3.7 A key challenge across all current provision is that there is no one set of strategic priorities to which the Council's leisure and culture provision aligns; there is no rationale for why the services are provided, nor co-ordinated outcomes they should deliver. The contribution of leisure and culture services in reducing health inequalities is, however, recognised both within the community and at political level. There is a need to link leisure and culture service provision to health and wellbeing outcomes.

4. Our Vision for Leisure and Culture Provision

4.1 We recognise what our communities have told us about leisure and culture provision: it is important to our places, it shapes identity and creativity, reduces health inequalities, and improves well-being and quality of life for our communities. Provision of good quality, sustainable and green leisure and culture services will also contribute positively to our net carbon reduction targets and mitigate the impacts of climate change. Our communities have also told us they want to be more involved in our leisure and culture provision - as participants, volunteers and deliverers. They want to see greater partnership working with the community, and have more involvement in what is provided.

4.2 Redditch Borough Council wants to ensure provision of good quality leisure and culture services, which are sustainable, contribute to community health, are affordable, and meet local need.

4.3 Reflecting the above, our Vision for leisure and culture provision in Redditch is :

Table 3: Our Vision for leisure and culture provision in Redditch

Redditch Borough Council
Vision: Healthier and happier communities actively engaged in leisure and culture.
Aim: To improve community health and wellbeing through inclusive access to parks, open spaces, sport, physical activity, arts, heritage, culture and everyday creativity. This way we will inspire our communities to lead longer, happier, healthier and more successful lives.
Aim
• To inspire residents and build their confidence to be more active and creative. • To work with partners to identify and remove the barriers to being safely involved with parks and open spaces, sport, physical activity, arts, culture, heritage, and events to improve health and wellbeing • To facilitate better connectivity between historic places, vibrant open spaces, culture and leisure facilities • To build the confidence and pride of individuals and communities through active participation and volunteering. • To create improved collaborative and resident-engaged projects which focus on celebrating the relationship communities have with their landscape, culture and heritage • To build a healthy community that enables success in education, training and the workplace

Redditch Borough Council
• To reduce the long-term financial pressures on our public services by getting communities more active, creative, and better connected to our natural environment • To manage, develop and maintain a biodiverse, and environmentally sustainable network of spaces and places contributing positively to reducing the impact of climate change. • To generate a high profile, safe, inclusive, well-connected and managed network of active travel networks, green and blue corridors, heritage trails, leisure and culture facilities • To connect home grown talent with local employment and volunteering opportunities • To facilitate a vibrant, commercially viable and growing visitor and tourism economy • To better connect business with the leisure and culture sector • To adopt creative placemaking and active travel strategies

5. Delivering our Vision

5.1 Redditch Borough Council is committed to ensuring leisure and culture provision continues to play an important role in the lives of our communities. Importantly, we want to see this provision having a positive impact on community health and well-being through a reduction in physical and mental health inequalities.

5.2 We consider that moving forward our role will increasingly focus on Redditch Borough Council being a facilitator and enabler;. This means identifying opportunities for new partnerships, building and establishing alternative delivery models, and working more creatively within our communities. In the future, Redditch Borough Council may have a reduced role in direct delivery.

5.3 We recognise there is an opportunity to change some of the ways in which we deliver leisure and culture services to make the most of our available resources, develop local partnerships, and deliver value for money provision. Change is needed to address the challenges in delivering leisure and culture services given reducing public sector resources against the backdrop of recognising the value to the health, well-being and quality of life of our communities.

5.4 Future planning and delivery of leisure and culture services will be aligned to the priorities of our Corporate Plan and the addendum to that, whether led by Redditch Borough Council or developed in partnership with other organisations. Leisure and culture services will focus on the development , management, maintenance and delivery of activities and opportunities contributing to the following corporate and community priorities:-

- Economic development and regeneration, including skills development;
- Improving physical, emotional and mental health, and wellbeing;
- Reducing crime and disorder;
- Improved community safety and responding to anti-social behaviour;
- High quality services;
- Sustainability; and
- A Green thread under-pinning all the above.

5.5 Our priority outcomes are for leisure and culture services to:

- Have an impact on quality of life for our most disadvantaged communities;
- Reduce health inequalities – mental and physical;
- Engage with all residents;
- Be inclusive and accessible;
- Increase active involvement as participants, spectators and volunteers;

- Contribute in a measurable way to our corporate priorities;
- Contribute positively to climate change reduction through promotion of e.g. active travel, net carbon footprint reduction; and
- Be appropriately resourced.

5.6 This high level strategic document recognises that Redditch Borough Council cannot deliver all of these priorities on its own. It will need considerable support and input from partner organisations if these priorities are to be successfully achieved. It is for this reason that the Council has determined its role in some of these far reaching projects to be categorised as either:

- **Lead** – to be the lead organisation in the delivery of the activity/project that delivers the priority;
- **Participate** – to be involved with partner agencies who will be leading the activity/project that delivers the priority; and
- **Influence** – to work collaboratively with other partner agencies to persuade them to take a particular course of action/undertake a particular project.

5.7 Clear KPIs, aligned to health and wellbeing outcomes, will enable the overall contribution of leisure and culture services to be measured. KPIs for each element of leisure and culture services will enable their impact within the community to be assessed. Understanding the extent to which leisure and culture services are addressing identified health and well-being priorities will also help in developing specific activities/programmes and built assets to better respond to community need over the lifetime of this Strategy.

6. Recommendations

6.1. To deliver our Vision for community health and wellbeing through leisure and culture services our priority actions and recommendations across leisure and culture services are described in Table 4 (below). The table presents a sliding scale in terms of prioritisation (ongoing-short term- short term to medium term- medium term – medium term to long term – long term).

Key:

	Timescales	
	Long term	5 years +
	Medium to long term	3 – 5 years +
	Medium term	3 – 5 years
	Short to medium term	2 – 5 years
	Short term	1 – 2 years
	Ongoing	

Table 4: Recommendations

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Parks and Open Spaces					
Recommendation 1 Develop a better understanding of the biodiversity value of the borough's green assets.		✓		**Short Term**	**Internal and External**
Recommendation 2 Positively engage in partnership working at a local and county level to improve biodiversity, nature recovery and deliver wildlife-rich landscapes.		✓		**Short Term**	**Internal**
Recommendation 3 Develop a clear approach to Biodiversity Net Gain and Green Infrastructure to provide a measurable approach to develop and manage land.		✓		**Short-Medium Term**	**External**
Recommendation 4 Carry out a natural capital assessment of the value of the Borough's parks and open spaces.		✓		**Medium Term**	**External**
Recommendation 5 Develop a plan to identify priorities for delivering further carbon capture and natural capital gains.		✓		**Medium Term**	**External**
Recommendation 6 Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.		✓		**Short-Medium Term**	**Internal**
Recommendation 7 Apply robust approaches to the Local Standards in relation to planning development to address deficiencies in the accessibility and quantity of open spaces across the borough.		✓	✓	**Short-Medium Term**	**Internal and External**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 8 Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the Borough.		✓		**Short Term**	
Recommendation 9 Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.		✓		**Short Term**	**External**
Recommendation 10 Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of s106 funding.	✓	✓	✓	**Short Term**	**Internal and External**
Recommendation 11 Develop an application to the Levelling Up Parks Fund by October 2022.	✓	✓	✓	**Short Term**	**Internal and External**
Recommendation 12 Develop an environmental management strategy for parks and environmental services.		✓		**Short Term**	**Internal and External**
Recommendation 13 Develop a clear marketing plan for green spaces that includes new web pages, social media and targeted work with key audiences.		✓		**Short Term**	**Internal and External**
Recommendation 14 Promote active travel routes within parks and open spaces.		✓		**Short-Medium Term**	**Internal**
Recommendation 15 Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 16 Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.		✓		**Short Term**	**External**
Recommendation 17 Start a pilot project to explore the process of transfer to self-management and share this learning across the borough.		✓		**Short Term**	**Internal**
Recommendation 18 Develop a consistent approach to signage across all priority parks.		✓	✓	**Short-Medium Term**	**Internal and External**
Recommendation 19 Develop engaging interpretation on those sites of significant biodiversity or heritage interest.		✓		**Short-Medium Term**	**Internal and External**
Recommendation 20 Pilot an approach to establish a new model for event delivery that allows local organisations to deliver programmes of events and activities.		✓		**Short Term**	**Internal and External**
Recommendation 21 Develop programmes of support to increase skills and capacity amongst local organisations and to ensure the successful delivery of new programmes of events and activities.		✓		**Short-Medium Term**	**Internal**
Recommendation 22 Evaluate the success of the pilot projects and implement any required changes to the new delivery model.		✓		**Short Term**	**Internal and External**
Recommendation 23 Engage more regularly with potential partners at a county wide level.		✓		**Short-Medium Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
Recommendation 24 Develop a partnership with the National Trust to deliver the 8 Hills project.		✓		**Short Term**	**Internal**
Recommendation 25 Develop service wide Key Performance Indicators to reflect service plan priorities.		✓		**Short Term**	**Internal and External**
Recommendation 26 Develop a rolling programme of applications to the Green Flag Award:	✓	✓	✓	**Short-Medium Term**	**Internal and External**
Built Sports Facilities					
To follow Recommendations 27 to 39					

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
Arts and Culture Provision					
Recommendation 40 Agree the following priorities for the planning and delivery of arts and culture services by the Council: • Economic development and regeneration, including skills development; • Improving physical, emotional and mental health and wellbeing; • Reducing crime and disorder; • Improved community safety and responding to anti-social behaviour • High quality services; • Sustainability.		✓		**Short Term**	**Internal**
Recommendation 41 Endorse the Council's engagement with and support for the strategic initiatives identified in this report as appropriate for the delivery of the Council's vision, objectives and milestones: • Tell Me What You Want; • Heritage Corridor North Worcestershire; • Bromsgrove and Redditch Culture Compact; • Levelling Up for Culture Places; • Levelling Up Fund; • Creative People and Places		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
Recommendation 42 The Council develops: a) A detailed Programme Management Plan, including i) outline timetable, ii) resource requirements, together with iii) outcomes and milestones, for the delivery of the strategic initiatives for incorporation into the Council's Corporate and Community Plan. • Reimagine Redditch: Creative People & Places Programme; • Bromsgrove and Redditch Cultural Compact • Heritage Corridor North Worcestershire; • Levelling Up for Culture Places; • Tell Me What You Want. These Programme Management Plans to be regularly monitored and updated to reflect completion of initiatives and any additional initiatives embarked upon b) In partnership with other providers deliver strategies to respond to the key outcomes from Reimagine Redditch and other community consultations:- • A wish for greater diversity of and community involvement with arts and cultural provision; • A wish for increased delivery of arts and cultural provision in neighbourhoods; • A wish for greater community involvement in the commissioning and choice of arts and cultural activities;		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
• A wish for improved marketing and awareness raising of arts and cultural activities and opportunities. c) That the Leisure and Culture Services team work closely with the Legal Services team on an ongoing basis to contribute to setting out future strategy and direction of travel for the Palace Theatre and Forge Mill Needle Museum/Bordesley Abbey Visitor Centre and in so doing deliver all key priorities as set out in this Arts and Culture Strategy.					
Recommendation 43 Endorse the delivery of the strategic initiatives and additional arts and culture projects including appraisals of the future operation of performance venues and museums as a single, integrated programme and on a programme/project management basis, as described in the draft strategies to be overseen by the Head of Planning, Regeneration and Leisure.		✓		**Short Term**	**Internal**
Recommendation 44 Review the existing staffing structure for arts and culture in the context of the above changes in functions and responsibility and to implement any changes required to that structure to ensure delivery of the integrated programme.		✓		**Short Term**	Internal and possibly external
Playing Pitches					
TBC when PPS is complete					
KPIs and Financial Profiling					
Recommendation 45		✓		**Short Term**	**Internal**

Recommendations	Priority for Action				
	Health and Safety	**Contribution to Strategic Priorities**	**Asset Condition/Quality**	**Timescale**	**Resources (Internal/External)**
Develop and then implement KPIs to evaluate the way in which leisure and culture provision contributes to the Council's Plan (vision and priorities including health and wellbeing)					
Recommendation 46 Develop and then implement KPIs to evaluate the way in which the leisure and culture strategy and its associated projects contribute to the Council's Plan (vision and priorities including health and wellbeing)		✓		**Short term**	**Internal**
Recommendation 47 Develop a costed and resourced 3 stage action plan to deliver the recommended actions identified in the leisure and culture strategy: **1.** Officers to progress with immediate effect projects categorised as "ongoing" or "short term" priorities and that have no need for additional staff or cash resources **2.** Officers to prioritise the production of costed action plans for all "ongoing" and "short term" priorities that have an additional cost implication and to bring these forward to Council for agreement or otherwise **3.** Officers to schedule the production of costed action plans for all "short to medium", "medium to long term" and "long term" priorities and to bring forward to Council for agreement		✓		**Short term**	**Internal**

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Redditch Borough Council

Arts and Culture Strategy

A report by Strategic Leisure Limited

September 2022

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1. Case for The Arts

1.1. The provision of arts facilities, activities and opportunities by local authorities is a non-statutory service which Councils, including Redditch Borough provide and incur expenditure on under their discretionary powers.

1.2. It is generally accepted that networks of accessible arts facilities together with a range of sometimes challenging arts activities and opportunities contribute to the quality of life of the residents of an area including:

- Physical and mental health improvement.
- Community cohesion.
- Lifelong learning.
- Economic development and regeneration.
- Biodiversity and nature conservation; and
- Climate change reduction.

1.3. This view is borne out by the feedback received in relation to arts and cultural provision in the Community Survey undertaken by Redditch Borough Council in 2021 and encapsulated in the Councils' Vision for the services:

- To inspire everyone to celebrate our historic past and participate in building a brighter future through access to parks and open spaces, sports, physical activity, arts, heritage, culture, and everyday activity. This will inspire our communities to lead longer, happier, healthier, and more prosperous lives.

1.4. In addition, the arts are being increasingly recognised as key drivers of recovery following the covid pandemic as evidenced by the Department for Digital, Culture, Media and Sport (DCMS) 'Levelling Up For Culture Places' initiative.

1.5. A number of studies have identified and quantified the benefits from investment in the arts. Whilst the benefits that accrue from arts activities may be indirect or supportive of other services, the outcomes of studies support the provision of and investment in the arts. Examples are:

1.6. **The 2019 Arts Council England report 'Contribution of the Arts & Culture Industry to the UK Economy' produced by the Centre for Economics and Business Research** concluded that, amongst other things, the sector:

- Contributes £10.8 billion per year to the UK economy.
- Contributes £2.8 billion per year to the Treasury through taxation.
- Supports 363,700 jobs.

1.7. Whilst these levels of benefit were not achieved in 2020 and 2021 due to Covid-19, evidence indicates that, given the lifting of covid related restrictions by the Government and society 'learning to live with the virus' levels of engagement with the arts are increasing.

1.8. **In 2020 the Department for Digital, Culture, Media and Sport commissioned University College London (UCL) to respond to the 2019 World Health Organisation's report 'What is the Evidence on the Arts Improving Health and Wellbeing?'**. The UCL study reviewed and synthesised the findings of over 3,500 studies on the role of arts in improving health and wellbeing. In summary, the study concluded that evidence that can be trusted, or trusted in most situations, to guide policy exists for:

- The use of music to support infant social development.
- The use of book reading to support child social development.
- The use of music or reading for speech and language development amongst infants and children.
- The use of the arts to support social cohesion.
- The use of the arts to support wellbeing in adults.
- The use of the arts (other than reading) to support child social development.
- The use of the arts to support wellbeing in children and young people.
- The use of the arts to support cognition in older age.

1.9. The outcomes of these and other studies demonstrate the benefits of and justify investment in the arts by local authorities and other organisations.

1.10. However, given the current context for the public sector, as well as the wider economy, of budget constraints and increasing costs it is becoming increasingly necessary for expenditure on discretionary services, including the arts, to be objectively justified & developed and delivered against a strategic framework.

2. Strategic Context

2.1. **Arts Council England (ACE)** invests money from the **Department for Digital, Culture, Media and Sport (DCMS)** and the **National Lottery** in the arts and currently has six Areas of Focus to guide that investment:

- Children and young people;
- Diversity;
- Leadership and governance;
- Resilience and sustainability;
- Developing a digital culture;
- Working with local authorities;

together with four Investment Principles:

- Ambition and quality;
- Dynamism;
- Environmental responsibility; and
- Inclusivity and relevance.

2.2. ACE invests public funds in support of its **'Let's Create'** vision and strategy, through which it wants England to be a country in which the creativity of all is valued and given the chance to flourish and where all have access to a range of high quality cultural experiences.' Let's Create' has three target outcomes:

- Creative people;
- Cultural communities; and
- A creative cultural community.

2.3. ACE is also tasked with distributing additional funds arising from the recently announced DCMS **Levelling Up for Culture Places** initiative which will commence in **2023**.

2.4. Further funding and support for projects and initiatives in excess of £300m annually is distributed by the National Lottery Heritage Fund against its current priorities of:

- Dynamic Collections.
- Digital Skills for Heritage.
- Thriving Places; and
- Business Support and Enterprise Development.

2.5. Local authorities support and incur expenditure on arts activities according to their local circumstances, priorities and need. Consequently, local authority arts provision and support differs from area to area: including, amongst other things, theatres, museums, heritage properties, public art, street theatre and events/festivals. Differing provision reflects the differing needs and priorities of individual areas and their residents.

2.6. Given constraints on local authority resources there is increasing reliance on ACE and other third party support for local initiatives which may not be led by local authorities but, rather, by community based, charitable or commercial organisations; or multi-sectoral partnerships. Within this model, local authorities are not eligible for a number of sources of ACE and other funding for the arts.

2.7. The reduced ability of local authorities to directly fund arts activities coupled with their ineligibility to directly access a number of funding sources signifies a shift in their role in arts provision from provider to **strategist, co-ordinator, enabler** and **commissioner**, working to ensure the roll out of arts activities and opportunities in their areas which will support the realisation of locally agreed visions, aims and objectives.

2.8. Redditch Borough Council has a clear vision for its wider leisure and cultural provision: including the arts. From the vision, the Council clearly sees leisure and cultural provision supporting the health and well-being in the widest sense of their communities and providing opportunities for community development and volunteering. It should be noted that engagement by residents and visitors with arts and cultural provision is not dependant solely on location, but as much on the nature of the facility or attraction engaged with. In this context, borne out by user survey work facilities and attractions in the Redditch area draw users from the adjacent Bromsgrove District Council area and further afield. This also works in reverse as Redditch residents attend activities, attractions and facilities in Bromsgrove. It should be noted that the Bromsgrove District Council has developed a similar vision for its leisure and cultural provision as that of Redditch; facilitating opportunities for collaborative working between the Councils.

2.9. The strategy, once completed, will assist Redditch Borough Council in developing its arts and cultural provision to ensure that provision contributes to the development and delivery of its Vision for Leisure and Culture services and its Corporate Plan priorities: - .

Redditch Borough Council Corporate Plan to 2024

Redditch Borough Council will 'strengthen the vibrancy and viability of our town and district centres' and will measure progress by increased engagement with arts and cultural opportunities in town and district centres; including creative digital activities.

Priorities

- Economic development and regeneration;
- Skills;
- Housing growth;
- Improved health and wellbeing;
- Community safety and anti-social behaviour.

2.10. The Redditch Borough Council Corporate Plan recognises the contribution that leisure and culture can make to the realisation of its corporate and community priorities and the Council has committed to apply such services to drive community health and wellbeing. The future planning and delivery of these services should take these corporate/community plan priorities into account: either if Council only initiatives or initiatives that the Council is working up in partnership with other organisations. In this regard, arts and cultural services planning and delivery should focus on the delivery of activities and opportunities which will contribute to the delivery of the following corporate and community priorities: -

- Economic development and regeneration, including skills development.
- Improving physical, emotional, and mental health and wellbeing.
- Reducing crime and disorder.
- Improved community safety and responding to anti-social behaviour.
- High quality services.
- Sustainability.

2.11. There are, however, a number of challenges that the Redditch Borough Council will have to meet when maximising the benefits to its area from the planning and delivery of arts and cultural services.

3. Issues and Challenges

Co-ordination, prioritisation and managing the successful delivery of strategic initiatives

3.1. Redditch Borough Council has embarked upon, or is developing, a number of arts and cultural initiatives in partnership with local community organisations and ACE, as well as, in some cases Bromsgrove District Council. These initiatives have local community support and are attracting considerable funding. Consequently, they are influencing the development and delivery of arts and cultural activities in the two Council areas and are examples of the changing role of local authorities from direct provider to strategist, co-ordinator, enabler and commissioner. Given their level of support and their delivery of significant funding these initiatives have been taken into account in the development of the Arts and Cultural Strategy for the Council.

3.2. The initiatives are:

Heritage Corridor North Worcestershire

3.3. Work has progressed and Redditch Borough Council has engaged with the development of the Heritage Corridor North Worcestershire: one of the Key Projects that emerged from the Tell Me What You Want (TMWYW) community consultation undertaken by the Bromsgrove Arts and Culture Consortium in 2019/2020. The project is described as:-

> ‘Creating a heritage corridor – forging new connections between physical, intangible and environmental heritage:
>
> - Create a physical network of pathways and trails connecting Bromsgrove’s heritage sites;
> - Explore opportunities to extend and re-evaluate heritage via, for instance, new public art commissions of site specific participatory and temporary work in response to Bromsgrove’s heritage; and
> - Key sites (e.g. Hewell Grange, Lickey Incline, Tardebigge Locks) to be curated and updated on an ongoing basis by heritage lead and key partners.

3.4. In March 2020 a partnership between key organisations in the public, community and private sectors in the Bromsgrove and Redditch districts, supported and encouraged by the Bromsgrove District and Redditch Borough Councils was set up to assess the feasibility and economic impact of building on the Bromsgrove District’s Heritage Corridor proposal by creating a **Heritage Corridor for North Worcestershire** : a wider area than proposed in the TMWYW action plan and incorporating both the Redditch Borough and Bromsgrove District Council areas.

3.5. In January 2021 with support and funding from the Greater Birmingham and Solihull Local Enterprise Partnership Cultural Capacity Fund consultants were appointed to develop the Heritage Corridor concept. In summary, the consultants concluded, amongst other things, that the HCNW had the potential to provide residents and visitors with the opportunity of enjoying outstanding natural beauty, participating in recreational activities and feeling part of a vibrant area. The protected areas, public open spaces, rights of way network, heritage buildings, historic sites and attractive towns and villages all provide opportunities for not only attracting day visitors and increasing overnight stays but also for current and potential residents to enhance their well-being.

3.6. The consultants also commented on the potential 'fit' between the HCNW, the National Trust's 8 Hills Initiative, and the proposed West Midlands National Park, which was conceived by the Birmingham City University and, in 2020, formally adopted by the West Midlands Combined Authority as a' key component of a post-Covid green economic recovery. Also, that Bromsgrove District and Redditch Borough Councils could follow suit with the HCNW which, it is anticipated, will:

- Promote and encourage participation in heritage, cultural, leisure, creative and natural world activities;
- Celebrate and increase awareness of the heritage, cultural, leisure, creative and natural world resources within the area among residents, visitors and potential visitors;
- Increase participation and use of open spaces and the leisure, cultural and heritage built environment;
- Increase footfall and revenue at heritage and cultural sites and events;
- Promote the area and its resources to the wider region;
- Be a vehicle for seeking funding for individual sites, events and initiatives;
- Emphasise the need for long term sustainability in all activities ;
- Promote partnering;
- Strengthen local, regional, national and international links: building on existing relationships for the benefit of residents, businesses and voluntary sectors within the area; and
- Support Covid recovery plans and activities.

3.7. The consultants proposed next steps for the HCNW are:

- Agree the premise of HCNW with key sponsors;
- Scope out the management/organisational structure to take the initiative forward; possibly within the context of an ACE inspired Cultural Compact;
- Establish initial budget;
- Set up formal advisory group;
- Continue advocacy and stakeholder engagement;
- Set up conference to promote the HCNW and generate further 'buy in' from partners and stakeholders;
- Identify future resources needed for the initiative and expected return on investment;
- Establish a memorable brand for the HCNW;

- Develop and refine existing projects to maximise impact;
- Build on existing and establish new key players, partners and supporters of the initiative; and
- Develop detailed implementation plan.

Cultural Compact

3.8. In 2019 Core Cities UK and ACE launched the independent UK Cultural Cities Enquiry into the cultural resources of Britain's cities. The enquiry aimed at developing new models that will help culture thrive in our cities.

3.9. The Enquiry Board considered the recommendation of setting up Cultural Compacts to help places make a step-change in the strategic governance of culture and help more people and more places benefit from engaging with cultural opportunities.

3.10. Also in 2019 DCMS and ACE supported the creation of an initial 20 Cultural Compacts: partnerships designed to support the local cultural sector and enhance its contribution to development, with a special emphasis on cross-sector engagement beyond the cultural sector itself and the local authority. The purpose of a Compact is to facilitate the co-creation and co-delivery of an ambitious vision for culture in a place.

3.11. Within this model, ACE is considered to have a vital role in the evolution of Compacts and the presence of Local Government that is available to engage with the opportunity is considered to be of central importance.

3.12. The initial phase of the programme although slowed by Covid was considered to be sufficiently successful enough for additional Compacts to be supported and funded and, in late 2021, ACE agreed funding of £20,000.00 towards the establishment of a Cultural Compact across the Redditch Borough and Bromsgrove District Council areas. The National Trust, Canals & Rivers Trust, ACE, Heritage Lottery, Artrix Holding Trust and Rubicon Leisure have also joined the compact and it is understood that a number of additional organisations have expressed an interest in joining.

Reimagine Redditch: Community Engagement

3.13. Concurrent with TMWYW, during 2020 and 2021, a consortium of organisations in Redditch (including Redditch Borough Council) successfully prepared for and then applied to join Arts Council England's National Portfolio of Creative People and Places schemes. The consortium entitled the project "Reimagine Redditch"

3.14. The consortium is made up of the Bromsgrove and Redditch Network (BARN) who serve as the accountable body for the funds, Redditch Borough Council, Arts in Redditch, Forthright Arts and Severn Arts. The consortium has a long term vision of embedding artistic and cultural experiences into the heart of the community and worked together to obtain the views of people in Redditch

3.15. The outcome of the Reimagine Redditch community engagement was used as the basis for the successful bid to ACE for inclusion within the Creative People and Places (CPP) programme. Whilst focusing on the Redditch area, the Reimagine Redditch programme whose consortium members include the Bromsgrove and Redditch Network will undoubtedly develop opportunities that will have an onward impact upon a wider geographical area than just Redditch (including Bromsgrove)

Reimagine Redditch: Creative People and Places

3.16. Creative People & Places (CPP) is an Arts Council England (ACE) programme which focuses on parts of the country where involvement in Arts and Culture is significantly below the national average as is the case with Redditch. ACE believes that everyone has the right to experience and be inspired by Art. Consequently it wants to transform the opportunities open to people in those places to access and be inspired by a range of high quality cultural experiences.

3.17. Within the CPP bid, Reimagine Redditch is described as:

> "A launch pad – inviting residents to think big and, if they wish, propose a new name. Supporting Redditch's cultural recovery from COVID-19, we want to make sure that everyone who lives here has the chance to participate in building back better, using digital to enhance an amazing and much-needed physical offer, rather than as a substitute for it. We envisage a 10-year programme of activity, themed around interlinked strands. These strands reflect our knowledge of Redditch and its demography, as well as engagement with hundreds of people on-line and in person. Each strand reflects Redditch's 100+ languages.

3.18. The interlinked strands on which the submission is based are:

- 100 Spaces;
- 100 Moments;
- 100 Voices;
- 100 Vocations; and
- 100 Futures;

With 'Digital' as the cross-cutting theme.

3.19. Reimagine Redditch will be a 10 year programme of activity with regard to which the initial 3 year planning, set up and delivery phase commenced on 01 April 2022.

3.20. The Reimagine Redditch submission includes, subject to ongoing action research and community engagement, a detailed schedule of the activities to be undertaken and delivered over its three year life. The key stages in the detailed schedule are summarised:

- Setting up & recruiting to the initial organisation to deliver the programme;
- Developing & delivering projects & activities during the three years of the programme's life;
- Developing projects & activities for delivery during year 4 and future years of the programme's life;
- Developing a financially sustainable model for the future of the programme following cessation of ACE support on 31 March 2025; and
- Setting up & recruiting to the longer term, sustainable organisation to deliver the programme from 01 April 2025 onwards.

3.21. This initial phase which is also required to identify the business model, governance structure and funding for the subsequent 7 years of the programme has an anticipated budget of £1,369,212.00; of which £852,513.00 will be funded from the ACE Creative People & Places programme with the remaining funding to be contributed either as cash or value contributions by consortium members, partners identified or yet to be identified and income from charged for activities.

3.22. Of the non- ACE funding, the Reimagine Redditch budget assumes annual value and cash contributions of £56,984.00 and £2,000.00 respectively from Redditch Borough Council: totalling £170,952.00 and £6,000.00 over the initial 3 years of the programme.

Levelling up for Culture Places

3.23. In February 2022 the Department for Digital, Culture, Media and Sport announced a new initiative that will prioritise 109 locations, including Redditch, for new arts funding and support for cultural organisations in London to expand their operations beyond the capital so more communities benefit from their work.

3.24. ACE will oversee the distribution of Levelling Up for Culture Places funding which will become available to be bid for in 2023 and which aims to:

- Provide an additional £75M of funding by 2025 to make sure places which have been culturally under-served in the past get a better distribution of arts funding;
- Transform access to arts and culture across the country with plans to increase and better distribute funding for the sector to previously overlooked or neglected areas; and
- Generate more opportunities for people in the regions, with more arts jobs on offer and better access to cultural activities so people do not have to travel so far to see world-class art.

3.25. Key objectives of the Government's Levelling Up White Paper are by, 2030:

- Pride in place, such as people's satisfaction with their town centre and engagement with local culture and community, will have risen in every area of the UK with the gap between top performing and other areas closing;
- Well-being will have improved in every area of the UK, with the gap between top performing and other areas closing;
- The gap in healthy life expectancy between local areas where it is highest and lowest will have narrowed; and
- The Government, through the Department for Levelling Up, Housing and Communities announced, in March 2022, additional funding totalling £4.8billion and invited bids against that fund for levelling up projects to be undertaken in 2024/2025.

Towns Fund

3.26. The Towns Fund is a Department of Housing, Communities and Local Government scheme to which 101 towns, including Redditch, were invited to bid for funding of up to £25M to develop and deliver programmes to improve their local economies.

3.27. The Redditch proposal is led by a Towns Deal Board which represents public, private and voluntary sectors and wider stakeholders in the local community. It represents the future vision and ambition for Redditch of transforming a traditional New Town to a New Smart Town fit for the 21st century which will be a great place to work and an investment and visitor destination. There is a role for the arts and culture to play in the realisation of the New Town vision for Redditch. which should be reflected in the arts and cultural strategy for the area.

Management and co-ordination of Initiatives

3.28. Redditch Borough Council has benefitted from, and will continue to benefit from, Government, ACE and third party partnership support and funding for the above programmes which, together, have the potential to revolutionise the arts infrastructure of the area together with the adjacent Bromsgrove District Council area. This partnership support and funding will increase the contribution that the arts and culture make to the achievement of other corporate and community objectives such as Health Improvement and Community Cohesion. It is also sensible for the Council to bid for further, appropriate, funding sources such as the Levelling Up Fund to further support current and new initiatives. However, it is unclear whether the Council's involvement with and support for the programmes to date has been undertaken on an individual service basis or as part of a wider corporate programme with defined objectives and outcomes linked to the Council's Corporate Plan priorities and objectives. Given the 'reach' of arts and cultural programmes and the breadth of the benefits they deliver, the realisation of the current and future strategic arts and cultural initiatives to which this draft strategy relates should be undertaken on a corporate basis with the delivery of the strategic arts and cultural initiatives being incorporated into the Council's Corporate Plan.

3.29. Given the benefits that could accrue to the area it is sensible for the Council to continue to support the various initiatives already embarked upon and briefly described above, subject to the Council continuing to be able to continue to support or resource those initiatives in which it is a partner. Given that the initiatives are partnership led, the Council should put management and monitoring processes in place to ensure that appropriate contributions are made to the delivery of their corporate and community priorities. It will be in the Council's best interest for them to regard the various initiatives as an integrated and corporate programme of activities to be developed and delivered according to programme management principles and overseen, on the Council's part, by an appropriately skilled and experienced project manager. Developing the initiatives as a co-ordinated programme will:

- Ensure positive contributions to the planning and delivery of initiatives to deliver corporate and community priorities;
- Deliver economies from a single governance and oversight structure;
- Ensure the involvement of all partners and stakeholders;
- Avoid duplication of effort and outcomes;
- Ensure consideration of outcomes from all the initiatives;
- Ensure prioritisation and co-ordination of delivery; and
- Facilitate integrated marketing and raising awareness of the programme.

3.30. This approach, together with the change in the wider strategic context for funding and support of the arts result in the Council becoming a commissioner of arts services for its area from a variety of partnerships and organisations and project managing their delivery.

3.31. The initiatives already in place and being considered by the Council have planning and lead-in times of up to three years and, given the scale of the initiatives when taken together and their collective 'reach' argue for the new project management approach to be put into place as a matter of priority for the initial period up to 31 March 2025, at which point it should be reviewed.

4. Issues and Challenges

4.1. The aim is for Redditch Borough Council to achieve increased engagement with arts and cultural provision across the community, whether as a participant or volunteer. Given this outcome, it is a priority to facilitate sustainable, community-based, arts and cultural activities which provide opportunities for involvement as a participant or volunteer, together with skills development and training.

Community consultation

4.2. Considerable community consultation was undertaken during the Reimagine Redditch project which clearly identified residents' opinions on arts and cultural provision in the area and the barriers to accessing activities and opportunities.

4.3. Additional community and stakeholder consultation was undertaken within Redditch as part of this study, the outcome of which is broadly in line with the findings of the earlier work and key points are summarised:

4.4. The majority of respondents felt that the arts, cultural and heritage facilities are very valuable but that their views are not actively sought on the operation of, or the activities undertaken within, those facilities. Overall, respondents are satisfied with the facilities on offer.

4.5. Respondents in Redditch described access to arts culture and heritage as good, with heritage attractions being the most visited. A number of barriers were identified to engagement with arts, culture and heritage facilities:

- Lack of time;
- Poor programmes of activities;
- Residents do not restrict their engagement with the arts and culture to the Redditch Borough area;
- Difficulty in obtaining information about the programmes of activities;
- Expense;
- Poor transport links;
- COVID 19; and
- Parking, access and fees.

4.6. Most respondents travel to arts, culture and heritage facilities by car/motorcycle.

4.7. The top five venues visited in each category are:

Table 1: Top five venues visited in Redditch

Arts	Culture	Heritage
Artrix (before it closed)	National Trust properties (no venues specified)	National Trust properties (no venues specified)
Birmingham Museums and Art Galleries	Artrix (before it closed)	Swan Theatre, Worcester
Palace Theatre	Symphony Hall, Birmingham	Forge Mill Museum
Pop up art galleries	Birmingham Hippodrome	Arrow Valley Park
Town Centre Bandstand	London West End Theatres	N/A

4.8. Key findings from the consultation:

- Issues with car parking and car park fees;
- More publicity/marketing is required to raise awareness of what is on offer;
- Respondents feel disconnected from the Council and what is available;
- A feeling that increased investment is needed in arts, culture and heritage 'without cutting corners';
- There is a need for more and greater diversity of local community events and for the Council to work more closely with communities and groups;
- Better, more reliable and more affordable public transport links to assist travel to facilities and events;
- There are concerns about not feeling safe in and around the town when travelling to facilities;
- A feeling that the town is being neglected and frustration at 'missed opportunities'; and
- Recognition that the Covid pandemic has had a huge impact on services.

Awareness and accessibility of arts facilities, activities and organisations

4.9. The outcome of the community, internal and stakeholder consultations undertaken in developing Reimagine Redditch, other strategic initiatives and this strategy has consistently indicated a need for improved marketing and raising awareness of opportunities to engage with the arts in Redditch.

4.10. The outcome of the consultation also indicated that individuals felt distant from arts venues and delivery and would engage more with the arts if there were more, and more diverse, community events undertaken in neighbourhoods and localities; obviating the need to travel as public transport was seen as a barrier – due to both cost and infrequency of service.

4.11. A common response to the consultation was that residents do not feel listened to in the planning of arts activities and opportunities. Also, there is a feeling that arts provision is mostly traditional and does not recognise the diversity of individuals and communities. Neither does current provision recognise the shift, accelerated by the recent lockdown, to digital access to and engagement with the arts.

Facilities

4.12. Redditch Borough Council owns the Palace Theatre and the Forge Mill Needle Museum and Bordesley Abbey Visitor Centre which, together with Abbey Stadium Sports Centre, Pitcheroak Golf Course, Arrow Valley Visitor Centre and a number of Community Centres, are managed on its behalf by Rubicon Leisure Limited, the Council's wholly owned trading company (LatCo).

4.13. Redditch has an established multi-sectoral arts infrastructure including, in addition to community and voluntary organisations, a number of built facilities; the most significant being:

- Town Centre Bandstand,
- Paolozzi Mosaics; and
- Redditch and Woodrow Libraries provided by Worcestershire County Council.

Palace Theatre and Forge Mill Museum

4.14. It is unclear what appraisal of options for their operation and management was undertaken prior to the inclusion of these two arts facilities in what is, effectively, a leisure management contract and the placing of that contract with Rubicon Leisure Limited.

4.15. The structure of the Rubicon Leisure contract is such that buy-back of central services from the Council is required: denying the contractor the opportunity to engage with different providers and, possibly, reduce costs whilst increasing flexibility. The facilities are also dependent on the Council, through the management board, for the availability of capital to fund improvements and invest to save initiatives.

4.16. Having said that, from statistics collected by the Society of London Theatres, the occupancy and income levels of the 420 seat Palace Theatre compare favourably with those of other venues of similar size resulting for 2019/2020 in a deficit of £131,947.

4.17. The Forge Mill Museum is a unique piece of the country's industrial history which is managed with the adjacent Bordesley Abbey with a relatively low attendance rate, resulting for 2019/2020 in a deficit of £146,265.

4.18. Rubicon Leisure Limited has identified improvements to both the theatre and the museum which would result in increased net income. It is understood that these proposals have been put forward for capital funding from the Council but that a response is awaited.

4.19. Although currently managed within the Rubicon contract, there may be alternative options for the operation of the theatre and the museum given the development of the range of strategic initiatives described earlier in this paper. Such options may be identified by ongoing market engagement or soft market testing as the strategic initiatives develop. To some extent, any future consideration of the future operation of the Theatre and the Museum is dependent on decisions that may be taken regarding the future of the wider Rubicon Leisure contract. However, the consideration of the future of the Theatre and the Museum facilities should be undertaken in the context of the heritage and performance venues (including the Artrix in Bromsgrove) in the wider area and region.

4.20. The contract between Redditch Borough Council and Rubicon Leisure Limited relates to the provision of sports, leisure and cultural services within the Borough. Despite being a service contract, its management is not placed with the Development Services team. Rather it is managed as a facilities contract within the Legal/Estates service of the Council. In this arrangement, the Development Services team has little ability, other than through informal links, to influence the service specification and outcomes required of the theatre and museum.

Conclusion

4.21. Redditch Borough Council has embarked upon a number of new and significant arts and cultural initiatives. These initiatives, whilst supported by the Council but led by multi-disciplinary teams, clearly demonstrate the change in the role of local authorities from direct provider of arts and cultural activities to that of strategist, co-ordinator, enabler and commissioner; as does the requirement to investigate future models for the operation of Palace Theatre and the Forge Mill Museum.

4.22. The various arts and cultural projects under development in Redditch Borough have the potential to make significant contributions to the Council's corporate and community strategy priorities such as health improvement and community cohesion. As part of its commissioner role, the Council should ensure that the arts and cultural initiatives under development make contributions to the realisation of Community and Corporate Strategy priorities.

4.23. Arts and cultural initiatives that the Council can embark upon to address its community priorities have already been identified by the strategic projects embarked upon and described above. Future arts and cultural activity to assist in the delivery of the priorities should include:

- Whilst the Redditch area may not be currently regarded as culturally vibrant, having below the England average levels of resident engagement with the arts, it does include a number of organisations that are committed to and active in arts and cultural activities. This local arts and cultural capital should be supported and developed by regarding the Redditch Borough and, where appropriate, the adjoining Bromsgrove District areas, as a unique cultural asset in its own right; harnessing the energy and motivation demonstrated by the responses to Reimagine Redditch and other projects;

- Building a distinct arts and cultural offer based on what already exists but which also includes ambitious plans for improved or new arts and cultural facilities to assist with the success of the town centres and also to ensure the availability of community arts and cultural facilities within localities so as to be accessible to communities;

- The development of the Redditch area, together with the adjoining Bromsgrove area as a heritage destination, with associated economic benefits from increased visitor footfall and spend;

- The development of the Reimagine Redditch programme in partnership with the various communities of the Borough; involving individual members of the community and community organisations in the design and delivery of activities and programmes to overcome the feeling of exclusion felt by some;

- Capitalise on the prioritisation of Redditch by the DCMS as a location for new arts funding by bidding for Levelling Up funding that will become available in 2023 and, possibly, future years.

4.24. The development of these and the other strategic initiatives already embarked upon has been supported by significant engagement with the various communities of Redditch and these relationships should be maintained by developing an awareness raising/marketing programme which involves community representatives in addition to stakeholders and potential funders such as ACE. This awareness raising process should include opportunities for individuals and community groups to propose and manage, with appropriate support if appropriate, arts based activities and programmes designed to address issues of importance to the communities such as addressing loneliness in older people and creating opportunities for different groups and communities to work together on projects.

4.25. The Council may also consider working with the CCG and other agencies on a Social Prescribing scheme, similar to “Exercise on Prescription” Schemes, extending the offer to address non-physical health and well-being issues by increasing the capacity of health professionals to meet the non-clinical needs of individuals with long-term complex conditions.

4.26. Currently the various arts and cultural components dealt with in this strategy are disparately managed, with no obvious point of co-ordination. This is reinforced by the Council’s organisational culture which allows the existence of vertical barriers between individual parts of the organisation and their teams. The successful delivery of the various arts and cultural initiatives require a shift to a more cohesive and strategic operational model based on a Programme/Project Management approach; with accountability for delivery of the programme being placed with the service department, with support and assistance as required from other parts of the organisation.

4.27. Community consultation has identified a number of areas, especially lack of input into the planning of activities and a need for improved marketing and awareness raising of the arts and cultural offer in the areas, which require improvement.

4.28. The nature and the patterns of use of the arts and cultural facilities and activities in the Redditch Borough Council area are such that they provide services across both the Bromsgrove District and Redditch Borough Council areas. Residents do not restrict their engagement with the arts and culture to the facilities and opportunities in the Council area in which they live. For example, Bromsgrove residents patronise the Palace Theatre in Redditch and Redditch residents patronised the Artrix in Bromsgrove when it was open.

4.29. Given this pattern of use and possible economies of scale that could be achieved, whilst recognising that Bromsgrove District and Redditch are separate and independent organisations, it is recommended that the planning and delivery of Arts and Cultural services in Bromsgrove District and Redditch Borough are undertaken jointly and in partnership where appropriate.

4.30. In addition, residents avail themselves of Arts and Cultural opportunities in areas outside Bromsgrove and Redditch. Conversely, residents of areas external to Bromsgrove and Redditch may avail themselves of arts and cultural facilities within the two Councils' areas. Developing the Bromsgrove District and Redditch Borough Councils' Arts and Cultural offers jointly and in partnership will assist in developing the visibility and marketability of the services in a region that includes a number of alternatives: a number of which, such as Birmingham, are significant in size and well established.

4.31. This draft strategy has been subject to consultation with a number of key stakeholders in the arts and cultural field. The responses received are broadly supportive of its direction and aims and have included references to specific issues and activities and these will be referred to the appropriate strategic partnership/initiative for consideration.

5. Recommendations

5.1 That the Redditch Borough Council considers and adopts the draft Arts and Cultural Strategy for Redditch attached as the appendix to this report; and, in adopting the draft strategy notes and agrees:

a) In addition to their intrinsic value, the contributions that the arts and culture can make to corporate and community objectives: including Health Improvement, Community Cohesion and Economic Development & Regeneration;

b) Priorities for the planning and delivery of arts and cultural services by the Council:-
- Economic Development and Regeneration; including skills development;
- Improving physical, emotional and mental health & wellbeing;
- Reducing crime & disorder;
- Improved community safety and responding to anti-social behaviour;
- Sustainability;
- High quality services.

c) Engagement with and support for the strategic arts & cultural initiatives detailed in the draft strategy; including, as appropriate, partnership working with Bromsgrove District Council:
- Reimagine Redditch: Creative People & Places Programme;
- Bromsgrove and Redditch Cultural Compact;
- Redditch Towns Fund Bid;
- Heritage Corridor North Worcestershire;
- Levelling Up Fund;
- Levelling Up for Culture Places;
- Tell Me What You Want.

5.2 That the Head of Planning Regeneration & Leisure is instructed to develop:

- A detailed Programme Management Plan, including i) outline timetable, ii) resource requirements, together with iii) outcomes and milestones, for the delivery of the strategic initiatives for incorporation into the Council's Corporate and Community Plan.
- Reimagine Redditch: Creative People & Places Programme;
- Bromsgrove and Redditch Cultural Compact
- Heritage Corridor North Worcestershire;
- Levelling Up for Culture Places;

- Tell Me What You Want.

5.3 These Programme Management Plans to be regularly monitored and updated to reflect completion of initiatives and any additional initiatives embarked upon

5.4 In partnership with other providers deliver strategies to respond to the key outcomes from Reimagine Redditch and other community consultations:-

- A wish for greater diversity of and community involvement with arts and cultural provision;
- A wish for increased delivery of arts and cultural provision in neighbourhoods;
- A wish for greater community involvement in the commissioning and choice of arts and cultural activities;
- A wish for improved marketing and awareness raising of arts and cultural activities and opportunities.

5.5 That the Leisure and Culture Services team work closely with the Legal Services team on an ongoing basis to contribute to setting out future strategy and direction of travel for the Palace Theatre and Forge Mill Needle Museum/Bordesley Abbey Visitor Centre and in so doing deliver all key priorities as set out in this Arts and Culture Strategy.

5.6 That the Head of Planning Regeneration and Leisure reviews the suitability of the current staffing structure of her service area in the context of the of the Arts and Cultural Strategy for Redditch and identifies and implements any changes required to ensure successful and efficient delivery of the strategy.

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REDDITCH BOROUGH COUNCIL

cfp
people spaces places

Redditch Borough Parks & Open Spaces Strategy 2022

people spaces places

Redditch Borough

Parks and Open Spaces Strategy

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Redditch Borough

Parks and Open Spaces Strategy

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1 About Redditch Borough

Redditch Borough is located within the County of Worcestershire and borders Warwickshire County to the east and southeast. It is surrounded by Bromsgrove District to the west and north, Stratford-on-Avon District to the east and southeast and Wychavon District to the southwest.

The Borough is situated at the outer edge of the Green Belt boundary for the West Midlands. Redditch offers easy access to the countryside and prominent local areas, including culturally rich areas such as Stratford-upon-Avon and naturally rich areas such as the Cotswolds. The Borough lies 15 miles south of the Birmingham conurbation and Birmingham airport is approximately 25 minutes' drive time away.

Redditch Borough covers an area of 5,435 hectares (13,430 acres) and consists of the main town of Redditch, the villages of Astwood Bank and Feckenham and several other hamlets.

The Borough is split into the urban area of Redditch in the north, accounting for 50% of the area and 93% of the population; and the rural area to the south with 7% of the population. The rural area consists predominantly of Green Belt land, but also open countryside, as well as the villages of Astwood Bank and Feckenham.

Redditch was formerly a market town until 1964 when it was designated as a New Town; a status it maintained up until 1985. During this period, the Redditch Development Corporation was responsible for the growth of Redditch, predominantly to the east of the town.

The 2011 Census shows that Redditch Borough had a resident population of 84,214 and Mid-Year Populations estimates suggest that the borough population has increased to 85,199 in 2022. The population is forecast to reach 86,293 by 2043.

Redditch has a population with a similar age profile to the national average. The population of Redditch is the most ethnically diverse in Worcestershire. The Central and Batchley wards are the most diverse areas of the borough.

There are higher levels of economic activity in Redditch than the national average, however, Redditch has lower levels of qualifications and lower wages than both the regional and national averages.

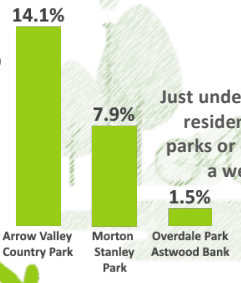
Overall, Redditch has levels of deprivation in line with the national average according to the Index of Multiple Deprivation (2019). Around a quarter (of the 55) Lower Level Super Output Areas (LSOAs) in the borough are within the most deprived 20% nationally. The most deprived areas are parts of Church Hill, Batchley, Abbeydale and Woodrow which are in the top 10% most deprived nationally.

Whilst levels of physical activity in Redditch are in line with the national average for adults, and marginally higher than the national average for children and young people, there are an estimated 21,100 people undertaking significantly less than the recommended level of physical activity, at an estimated cost of £6.2 million.

The Figure below provides an overview of Redditch Borough's demographics.

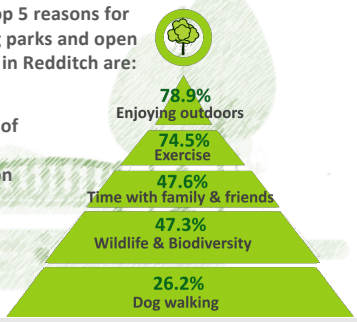
Redditch Demographics

REDDITCH BOROUGH COUNCIL



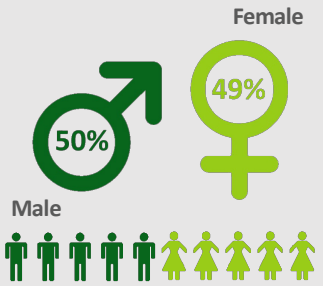
Just under one quarter of residents visit these parks or open spaces on a weekly basis

The top 5 reasons for visiting parks and open spaces in Redditch are:



Total population

85,261



Population increased by

1.2% since 2011

Projected population increase of

0.2% per year

Redditch's population is ageing, with estimates that by 2029

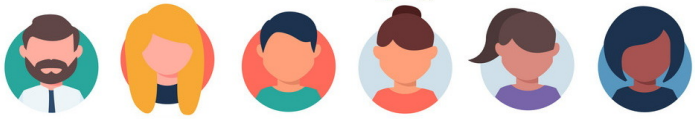
21% will be aged 65+

with

6.3% aged over 85

Profile

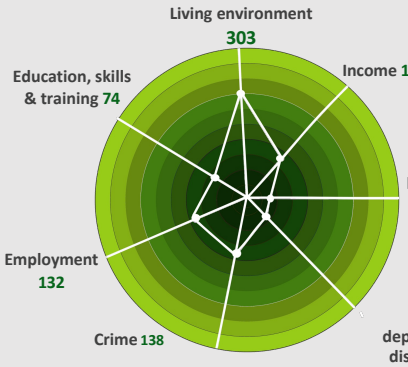
The population of Redditch is predominantly White British
1 in 10 residents are from Black, Asian or Minority groups



82%	8%	7%	0%	1.2%	2.4%
White British	White Other	Asian	Ethnic Other	Mixed	Black

Deprivation

The 326 local authority districts in England are ranked for each domain,
with 1 indicating the most deprived and 326 the least deprived.
Redditch experiences a well-above average living environment, but above average barriers to housing and services and health deprivation and disability



85.2% of 16-64 year olds are 'economically active' above national average of 79.1%

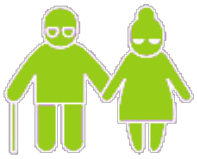
Health

There are an estimated 21,100 people undertaking significantly less than the recommended level of physical activity.

43.9% of children and young people are active

60.6% adults are active

Life expectancy at birth is in line with national averages



79.2 males

83.5 females

Sources: Population data from LA 2019 Mid Year Population Estimates (ONS)
BAME population data from 2016 estimates and Census 2011 (ONS)
Deprivation data from English Indices of Deprivation 2019 (ONS)
Economic data from NOMIS "Employment and Unemployment (Jan 2020-Dec 2020) (ONS)
Life Expectancy data from Public Health Profiles 2021
Activity data from Active Lives 2020 (Sport England)
Parks data from Redditch Community Survey 2020

cfp people spaces places

2 Vision & Aims

2.1 Our Vision for Leisure, Heritage, Culture and Greenspace

We recognise what our communities have told us about leisure and culture provision: it is important to our places, it shapes identity and creativity, reduces health inequalities, and improves well-being and quality of life for our communities. Provision of good quality, sustainable and green leisure and culture services will also contribute positively to our net carbon reduction targets and mitigate the impacts of climate change. Our communities have also told us they want to be more involved in our leisure and culture provision - as participants, volunteers and deliverers. They want to see greater partnership working with the community and have more involvement in what is provided.

Redditch Borough Council wants to ensure provision of good quality leisure and culture services, which are sustainable, contribute to community health, are affordable, and meet local need.

Reflecting the above, our Vision for leisure and culture provision in Redditch is set out in the table below.

Vision
Healthier and happier communities actively engaged in leisure and culture
Aim
To improve community health and wellbeing through inclusive access to parks, open spaces, sport, physical activity, arts, heritage, culture and everyday creativity. This way we will inspire our communities to lead longer, happier, healthier and more successful lives.
Objectives
• To inspire residents and build their confidence to be more active and creative; • To work with partners to identify and remove the barriers to being safely involved with parks and open spaces, sport, physical activity, arts, culture, heritage, and events to improve health and wellbeing;

- To facilitate better connectivity between historic places, vibrant open spaces, culture and leisure facilities;
- To build the confidence and pride of individuals and communities through active participation and volunteering;
- To create improved collaborative and resident-engaged projects which focus on celebrating the relationship communities have with their landscape, culture and heritage;
- To build a healthy community that enables success in education, training and the workplace;
- To reduce the long-term financial pressures on our public services by getting communities more active, creative, and better connected to our natural environment;
- To manage, develop and maintain a biodiverse, and environmentally sustainable network of spaces and places contributing positively to reducing the impact of climate change;
- To generate a high profile, safe, inclusive, well-connected and managed network of active travel networks, green and blue corridors, heritage trails, leisure and culture facilities;
- To connect home grown talent with local employment and volunteering opportunities;
- To facilitate a vibrant, commercially viable and growing visitor and tourism economy;
- To better connect business with the leisure and culture sector; and;
- To adopt creative placemaking and active travel strategies.

2.2 Parks and Open Spaces Aims

Within the overall vision for leisure, culture, and open space this parks and open space strategy sets out the following aims:

- We will protect, enhance and promote our parks and open spaces;
- We will work to reduce inequalities in open space provision in terms of quality, accessibility and quantity;

- We will protect and enhance biodiversity and deliver Biodiversity Net Gain through the planning system and processes;
- We will work with partners to deliver a plan for nature recovery;
- We will manage our parks and open spaces as green infrastructure that contributes to the goals of climate change mitigation and adaptation;
- We will contribute to improving health and wellbeing of our communities through the management and provision of our parks and open spaces;
- We will provide a greater range of opportunities for all communities across the borough to participate and help activate our parks and green spaces;
- We will play a key role in developing and supporting partnerships that protect and enhance the green environment across the borough and the wider region.

3 Key drivers

3.1 Why Parks and Open Spaces are Important

High quality parks and public spaces create economic, social and environmental value. They are also highly valued by local people. Research[1] carried out by CABE Space suggested that 85% of people believed that the quality of public space and the built environment has a direct impact on their lives and the way they feel.

The State of UK Parks research published by the National Lottery Heritage Fund in 2014 and in 2016 found:

- Parks are used regularly by 37 million people in UK;
- With 57% of adults use parks at least once per month;
- Rising to 83% of households with children under 5 visit their park at least once a month;
- 2.6 billion visits made to UKs parks each year;
- £50 million raised annually by friends / user groups;
- £70 million annual value of volunteering.

As a result of the pandemic, there has been increased recognition of the value of parks and open spaces, which provided one of the few safe spaces where people could exercise and leave their own homes during lockdowns.

The health benefits of green spaces have been intuitively known by communities for a long period of time. In recent years there a substantial body of evidence has been produced which demonstrates the idea that parks and open spaces are integral for both our physical and mental health. Good access to open spaces can help support increased levels of physical activity leading to beneficial health outcomes (including reduced prevalence of dementia, cardiovascular disease,

[1] CABE Space (2004) The Value of Public Space

type two diabetes, breast cancer and hip fractures). Public Health England recently published "Improving access to greenspace - A new review for 2020" which provides an excellent overview.

Access to open spaces can also bring significant benefits in terms of mental health with evidence suggesting higher levels of life satisfaction; lower levels of self-reported stress; and lower levels of anxiety and depression. Contact with nature, or 'natural connectedness' improves mental health and provides us with a happier life, a worthwhile life, and a life without illbeing.

Well managed and accessible parks and green spaces, with programmes of activity to engage residents can be an effective part of a Whole System Approach to improved health outcomes. Indeed, public parks owe their existence to the recognition to improve the health of urban communities. In 1833 a report to parliament highlighted the benefits parks could bring to urban society. In 1848 the Public Health Act recognised that money spent on improving public health would save money in the long term.

3.2 External Factors Driving Change

3.2.1 Climate Crisis

The United Nations has declared that climate change is the defining crisis of our time, and it is happening even more quickly than we feared. Global temperatures are rising because of human activity releasing greenhouse gases into the atmosphere. This is already producing weather extremes and disasters that are becoming more intense and more frequent. This threatens food and water security globally and climate change is a major threat to international peace and security. Biodiversity across the globe is also threatened and this is exacerbated by climate change.

A report about the climate of the UK published in 2020 reveals that the most recent decade (2010 – 2019) has been on average 0.9 degrees Celsius warmer across the UK than the period 1961 – 1990. This warming has been predicted to increase, with the Met Office predicting that by 2070, winters will be between 1 and 4.5 degrees Celsius warmer and up to 30% wetter and summers will be between 1 and 6 degrees warmer and up to 60% drier.

The Independent Assessment of UK Climate Change Risk has just published it conclusions that continued change in the UK's climate should be expected and that "very long-lasting policy and investment decisions being made today need to consider a wide range of changes in climate for the second half of the century".

Urban areas are already 4 degrees warmer than surrounding areas a phenomenon known as the urban heat island effect. Climate change is likely to lead to more extreme weather events that will make towns and cities harder places to live.

3.2.2 Air Pollution

Air pollution is the biggest environmental threat to health in the UK, with between 28,000 and 36,000 deaths a year attributed to long-term exposure[2]. There is strong evidence that air pollution causes the development of coronary heart disease, stroke, respiratory disease and lung cancer, and exacerbates asthma. Children in high pollution areas are 4 times more likely to have reduced lung function when they become an adult.

Trees, parks and open spaces play an important role in helping to reduce air pollution by providing shade and reducing air temperatures in urban areas, directly removing pollutants and storing carbon.

3.2.3 Ecological Crisis

The UK is one of the most nature depleted countries in Europe because of industry, building and farming. It is estimated that over half of all biodiversity has been lost. While the UK has made some gains, natural landscapes have been so heavily degraded over decades and centuries that we are simply not doing enough to turn back the tide.

A recent UK Government report found that against 24 key biodiversity indicators, 14 are in long-term decline, including UK habitats of European importance, the abundance and distribution of priority species, along with farmland and woodland birds.

[2] Public Health England (2019) - Review of interventions to improve outdoor air quality and public health

3.2.4 Covid-19

The National Lottery Heritage Fund[3] recognise that *"free-to-enter urban public parks and green spaces have been a lifeline for many during the pandemic and continue to be so during the current cost of living crisis".*

Covid-19 and the associated lockdowns has had an impact with nearly half of people (46%) stating that that they were spending more time outside than they had previously. But some 60% of children were found to have spent less time outdoors.

The 2021 Redditch Community Survey found that older residents within the borough had tended to use parks and open spaces less frequently than in previous years.

National research indicated that Covid-19 has demonstrated the inequitable provision of green spaces and that urban populations often have less access to nature.

3.3 National Policy Context

3.3.1 The UK Government 25 Year Environment Strategy

"Spending time in the natural environment – as a resident or a visitor – improves our mental health and feelings of wellbeing. It can reduce stress, fatigue, anxiety and depression. It can help boost immune systems, encourage physical activity and may reduce the risk of chronic diseases such as asthma. It can combat loneliness and bind communities together.

"In the most deprived areas of England, people tend to have the poorest health and significantly less green space than wealthier areas. . . . Our aim is for more people, from all backgrounds, to engage with and spend time in green and blue spaces in their everyday lives."

The UK Environment Bill was adopted in 2022 and this introduces:

[3] National Lottery Heritage Fund (2022) – Evidence submitted to The Levelling Up, Housing and Communities Committee

- A mandatory requirement for biodiversity net gain in the planning system, to ensure that new developments enhance biodiversity and create new green spaces for local communities to enjoy. The requirements will supplement, but not replace or undermine, existing protections for protected sites or irreplaceable habitats.
- A requirement for the development of Local Nature Recovery Strategies across England. Local Nature Recovery Strategies will help local authorities and other public bodies identify priorities and opportunities for conserving and enhancing nature. Whilst government will provide data, guidance and support for the Local Nature Recovery Strategies, each one will be produced locally ensuring local ownership and knowledge is embraced, and strategies are consistent and link together across England.

3.3.2 Public Health England Strategy (2020 – 2025)

Published by Public Health England in September 2019, the strategy sets out Public Health England's priorities for the next 5 years to deliver its key aims of keeping people safe, preventing poor health, narrowing the health gap and supporting a strong economy. The strategy sets out three key themes:

- Healthier diets, healthier weight;
- Better mental health;
- Best start in life.

3.3.3 Levelling Up the United Kingdom (2022)

The Levelling Up Agenda is a key national policy that recognises that there are significant geographical inequalities in economic, social and environmental outcomes. To genuinely 'level up' the country and tackle inequalities, there needs to be a recognition of the contribution of parks to supporting key national and local objectives, such as improving public health, carbon capture, increasing biodiversity, and enabling every child to be active.

In the Levelling Up White Paper the government promises to 'radically expand investment in parks'; however, just £30m has been provided to fund initiatives in thirty parks nationwide. This funding is relatively small scale and what has been provided is capital, rather than revenue funding which is needed to deliver and sustain long-term change.

3.4 Internal Factors

3.4.1 Redditch Borough Council Plan (2020-24)

Our vision is to enrich the lives and aspirations of all our residents, businesses, and visitors through the provision of high-quality services, ensuring that all in need receive appropriate help and support.

Purposes

- Run & grow a successful business;
- Finding somewhere to live;
- Aspiration, work & financial independence;
- Living independent, active & healthy lives;
- Communities which are safe, well-maintained & green.

Priorities

- Economic development & regeneration;
- Housing growth;
- Skills (young people & businesses);
- Improved health & wellbeing;
- Community safety & antisocial behaviour.

The Plan states that *"a green thread runs throughout our purposes and priorities".*

Working to these purposes will help us to understand the needs of the borough and how, together with our partners, we can improve the lives of our residents & the prospects for Redditch Borough as a whole.

3.4.2 Borough of Redditch Local Plan No.4 (Adopted 2017)

The Redditch Sustainable Community Strategy (SCS) has provided a foundation to develop a Vision for the Local Plan, specifically the Vision and priorities of the SCS have been considered in the formulation of the Local Plan's Vision. The SCS is built around a shared vision for the Borough. It

is envisaged that by 2030: *"Redditch will be successful and vibrant with communities that have access to good job opportunities, good education, good health and are communities that people will be proud to live and work in."*

To deliver the Vision a set of 13 non-prioritised Objectives have been developed that reflect the aspirations of the vision and provide direction for the Local Plan policies. Those directly impacting parks and open spaces are:

1. To maintain and provide a high quality natural, rural, and historic environment with a multifunctional Green Infrastructure network which maximises opportunities for enhancing biodiversity value, wildlife, and ecological connectivity.

2. To ensure that all new development in Redditch Borough will work towards the achievement of being carbon neutral in line with the National Standards.

3. To reduce the causes of, minimise the impacts of and adapt to climate change.

4. To protect, promote and where possible enhance the quality of the Borough's landscape and Redditch Borough's other distinctive features.

5. To encourage safer, sustainable travel patterns, improve accessibility and maintain a balanced road hierarchy and reduce the need to travel.

And:

11. To protect and enhance water, air and soil and minimise flood risk.

12. Ensuring there is a range of health facilities that support existing and new communities and to promote the role of healthy living through good planning.

The Local Plan also states that *"Open space can perform a range of functions and as such makes a significant contribution to the* Green Infrastructure *(GI) network of the Borough. It is an invaluable formal and informal recreational resource, is beneficial for nature conservation and has a bearing on people's quality of life. Policies 12, 13 and 14 ensure the protection of existing open space (both designated and incidental) and require the creation of new open space as part of new development, thereby helping to achieve this Plan's Vision and Objectives to have a high-quality natural environment and to improve leisure opportunities".*

3.4.3 Political Drivers

As part of the development of the strategy several engagement sessions were delivered with elected members to gain their views and establish some sense of direction for open spaces and their relationship to overarching council policy.

Some key quotes that relate directly to the key themes and drivers of this strategy are:

> *"We ought to be doing minimum events – they should be a conduit for the community"*
>
> *"It is not the council's job to do events"*
>
> *"People want to get involved"*

Members also recognised that quantity of green space was not an issue but that quality across the Borough is variable.

3.4.4 Financial Drivers

Revenue

In recent years most local authorities have seen very significant reductions in revenue budgets for parks and greenspaces

The 2021 State of UK Parks report by APSE and CFP showed that around £190m had been lost from parks revenue budgets between 2016/17 and 2021/22

Others have also been hit hard by commercial losses due to the impacts of Covid-19.

The 2020 work by the Local Government Association and the National Lottery Heritage Fund showed that as much as 87% of external income had been lost due to Covid-19

Redditch Borough Council's Park service has experienced a reduction in the size of the team as a result of sharing services with Bromsgrove District Council. However, it has largely escaped the impacts of both austerity and Covid-19 when it comes to their annual revenue budget(s). There have been some losses of income around cancelled events during the pandemic, but these have

been more than offset by savings in not running the events programme in 2020 and reduced delivery in 2021. Likewise, the future financial pressure that most council's parks services are facing.

The 2021 State of UK Parks report showed that 61% of councils were expecting their parks revenue budget to decrease with around 39% expecting cuts of greater than 10%.

This has not translated to Redditch Borough Council's parks services which has had a relatively stable budget over the past three years is expected to remain so for the foreseeable future.

To balance the books most local authorities are looking at commercial income from cafés or events and activities. In Redditch Borough this is limited to around £12k of events income from sales or other income.

Capital

Capital funding is sourced through central capital programmes and through section 106 monies from housing developments and the authorities have significant sums to deploy here for green space improvements.

The other sources of income that are used by local authority parks services are grant aid e.g. lottery funding, which is largely for specific projects. In Redditch Borough, there has been investment in Arrow Valley Country Park with the redevelopment of the play area and amphitheatre and a new BMX Pump Track.

3.4.5 *Community Drivers*

Recent consultation in Redditch Borough has shown that about nearly seven out of ten (69.6%) of respondents to the 2019 Community Survey consider parks and open spaces in the Borough are good / very good. However, levels of dissatisfaction are higher among respondents from certain wards. Most notably, one in seven respondents from Batchley & Brockhill Ward were very dissatisfied with parks and open spaces in their area. In Central Ward, as many respondents were very dissatisfied (5.6%) as were very satisfied. (5.6%).

Satisfaction levels with play provision were typically lower at 40.4% (very good / good / adequate) than satisfaction levels for parks and open spaces.

The community places a high value on green space provision – the top values are:

- providing green lungs for the borough (99.2%)
- providing contact with nature, wildlife, and seasonal change (98.5%)
- somewhere to improve my mental and physical wellbeing (97.3%),
- A safe place for children and young people to develop independence (95.9%)
- a safe walking or cycling route (94.8%)

Residents also commented about the maintenance of parks, adding there was poor landscaping and litter, as well as little enforcement regarding litter, aggressive dogs and their mess. Several also said they tended to visit during daylight when it felt safer.

4 Analysis & Recommendations

This section brings together the findings of the various reviews, assessments, conversations and consultation that has taken place over the past year in the development of the strategy. The evidence based used has included:

- Open space mapping including analyses of quantity and accessibility – and highlights that some settlements lack access to particular types of open space provision;
- Green Flag Assessments - As part of the development of the management plans detailed site assessments were carried out by experienced Green Flag Award judges. Individual site recommendations are picked up in each plan and this strategy seeks to identify generic or council wide issues where the authorities need to make improvements to service delivery to raise the standards;
- Community consultation – in 2021 a community survey was undertaken, and results have been compared with 2018 and 2019 surveys;
- Elected member consultation events – consultants ran member workshops in 2022 and held specific meetings with senior politicians;
- Events analysis – looking at budgets, attendance, satisfaction and community views;
- Financial analysis – external funding secured, recent budgetary changes;
- Ongoing dialogue through the project steering group and individual officer and group consultation sessions;
- The Allotment Research Project (2019) found that the level of provision of allotments was marginally above the recommended national standard. There appears to be some unmet demand for allotments in some wards in the borough.

4.1 The Big Issues

4.1.1 Biodiversity and Nature Recovery

Worcestershire, like much of the UK, has suffered huge losses of natural habitats and species. The Worcestershire Biodiversity Action Plan (2018-2027) identifies 17 habitats and 26 species which are of conservation priority in the county. Redditch Borough Council is committed to working with partners at a local and country-wide level to deliver the priorities set out in the Worcestershire BAP. At a national level there is increased recognition that nature recovery is a priority and Biodiversity Net Gain is now a requirement following the adoption of the Environment Bill in 2022.

Redditch Borough contains some key sites that are important for priority habitats and species, notably brown hair streak butterfly, great crested newts and slow worms. Whilst there has been some positive action in the past, and new initiatives such as reducing grass cutting in specific areas to support pollinators have been introduced, there is currently a lack of up-to-date survey information and no overall plan to drive habitat and species recovery. Nature recovery requires action at a landscape scale and Redditch Borough Council will positively engage in partnership working at a local and county level to deliver greater biodiversity.

This will include enhancing sites designated for nature conservation and other wildlife-rich places, newly created and restored wildlife-rich habitats, corridors and stepping-stones which will help wildlife populations to grow and move. The Council will also seek to improve the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, and sustaining vital ecosystems such as improved soil, clean water and clean air. The Council will also reinforce the natural, geological and cultural diversity of our landscapes, and protect our historic natural environment to allow people to enjoy and connect with nature where they live, work and play, in turn bringing health and wellbeing benefits.

The requirement to delivery Biodiversity Net Gain through the planning process, also represents a significant opportunity not only to enhance the habitats within green space but also to potentially secure significant investment.

Recommendation(s)

1. Develop a better understanding of the biodiversity value of the borough's green assets.
2. Positively engage in partnership working at a local and county level to improve biodiversity, nature recovery and deliver wildlife-rich landscapes.
3. Develop a clear approach to Biodiversity Net Gain and Green Infrastructure to provide a measurable approach to develop and manage land.

4.1.2 Climate Change Adaptation and Mitigation

Redditch Borough Council declared a climate emergency in 2019 and is committed to reducing our carbon emissions and influencing the reduction of carbon emissions in our area. The Council has developed a plan, called the Action to Reduce Carbon (ARC) Plan as route map to 'net zero' for our internal activities, contributing to the 'net zero by 2050' target set by the UK Government.

Parks and Open Spaces can make a positive contribution to carbon reduction, particularly contributing to the ARC plan themes of Transport and Travel, Community and Biodiversity. Parks and open spaces also provide key eco-system services that can help mitigate the impact of climate change. Parks and green infrastructure are significant carbon sinks, help mitigate against the urban heat island effect, slow and hold back excessive rainfall and flooding, and can help reduce air pollution. However, the scale of the contribution of the boroughs nearly 1,000 hectares of open space is not currently known. Further work to explore the opportunities for changes in landscape management and maintenance to deliver additional gains should also be explored. This should feed into to the development of climate change strategy in the near future.

Recommendation(s)

4. Carry out a natural capital assessment of the value of the borough's parks and open spaces.
5. Develop a plan to identify priorities for delivering further carbon capture and natural capitals gains.

4.1.3 Health and Wellbeing

Overall, residents of Redditch Borough enjoy health outcomes broadly in line with the national average. Whilst nearly half the population of children and young people are active, data shows that there are 21,100 people that are undertaking significantly less than the recommended level of physical activity. Parks and open spaces provide accessible, free to use facilities for walking, jogging and informal sports. The Council should consider targeted interventions at those neighbourhoods and wards that have the lowest health outcomes and lower levels of physical activity.

Recommendation(s)

6. Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.

4.1.4 Planning and Development

The population of the borough is predicted to remain relatively static over the period to 2030, increasing only slightly to 2043. However, development within the borough provides the

opportunity to deliver Biodiversity Net Gain, introduced as a statutory requirement through the Environment Act 2022. Redditch Borough Council as a major landowner, can provide land for Biodiversity Net Gain where this cannot be delivered onsite as part of the development. This is a new process and it is recommended that a pilot project is developed to apply the principles of Biodiversity Net Gain and to test and refine the approaches in practice.

The Open Space Study for Redditch Borough, carried out in parallel with the development of this strategy considers the supply of open space by ward and identifies deficiencies in the accessibility and quantity of particular types of open space.

Overall, there is a good level of access to some form of open space at a local level. Within Redditch all residential areas have access to some open space within 400 metres, approximately 10 minutes walking time. Similarly, Astwood Bank and Feckenham (village centres) are reasonably well served by some form of accessible open space provision.

Much of Redditch has good access to natural and semi-natural spaces, or spaces that are managed primarily for biodiversity. Arrow Valley Country Park is also a significant space that can be access by all residents. Generally, the level of provision and access to parks and gardens is good, although there is an area of deficiency in West ward. Arrow Valley Country Park is important in providing accessible open space to those resident in central ward (Greenlands, Lodge Park and Winyates).

There are, however, some deficiencies in access to some forms of open space. Outdoor Sports Facilities are not provided in many wards and there appears to be some deficiencies in provision for some sports. More granular level analysis on a sport-by-sport basis is contained in the Playing Pitch Strategy (2022).

Redditch has 43 open spaces with some form of Provision for Children and Young People. This includes equipped and natural play areas at:

- 29 toddler play spaces
- 38 junior play spaces
- 18 teen / adult fitness facilities

There is provision in all wards except for Crabbs Cross. In terms of accessibility, many areas of Redditch have good access within a reasonable walking time. However, some residential areas lack good access to existing provision in particular the following wards: Abbey, Central, Crabbs Cross,

and Headless Cross and Oakenshaw. Consideration should be given to creating new areas of Provision for Children and Young People where there is a demonstrated need. Investment should otherwise be directed to upgrading and enhancing existing facilities. A more detailed is recommended to consider the play value, quality and accessibility of equipped play spaces across the Borough.

Recommendation(s)

7. Apply robust approaches to the Local Standards in relation to planning development to address deficiencies in the accessibility and quantity of open spaces across the borough.
8. Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the Borough.
9. Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.

4.1.5 Quality of Parks and Open Spaces

There is limited data available about the quality of parks and open spaces. In developing Management and Maintenance Plans for Arrow Valley Country Park, Morton Stanley Park, Overdale Park, Brockhill Park and Batchley Pool quality assessments have been carried out and the finding used to inform the recommendations set out within the management plans. To better develop a future plan for preventative maintenance and investment it is recommended that a larger scale programme of quality assessments is carried out (using the Green Flag Award criteria) with a focus on borough and neighbourhood spaces (85 spaces). Other quality assessments will be required on an ad hoc basis in response to development in the borough to provide evidence for securing offsite planning gain.

4.2 Future Service Delivery

4.2.1 Developing a Capital Investment Plan

This strategy highlights opportunities for investing in parks and open spaces to deliver benefits for the environment, society and people and places. Addressing service wide issues and delivering the recommendations for the priority parks will require planned investment. This capital investment will come through existing resources, planning gain (s106, CIL and Biodiversity Net

Gain), external funding and through the development of new partnerships. New sources of funding are also currently being announced from central government in the form of the UK Shared Prosperity Fund and other funding associated with Levelling Up. These funding sources often have competitive bidding processes with relatively short timescales. The Council should develop a Capital investment plan that identifies how the key priorities set out in this strategy and the recommendations contained within the Management and Maintenance Plans can be delivered and how it might respond to new opportunities for capital investment.

Redditch is eligible for the Levelling Up Parks Fund announced in August 2022 and has the opportunity to secure £85k for the creation or enhancement of green space in areas where less affluent communities are experiencing deficiencies in the accessibility of natural green space.

Recommendation(s)
10. Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of s106 funding. 11. Develop an application to the Levelling Up Parks Fund by October 2022.

4.2.2 Environmental Management

The management planning assessment work found that the relevant services involved in managing and maintaining the council's green space do not have a clear strategy to address environmental management. Whilst some good work has been progressed around reducing the use of peat, reducing pesticide use and around green waste there is no overall plan, no baseline assessment and no targets to improve performance in this area.

Recommendation(s)
12. Develop an environmental management strategy for parks and environmental services.

4.2.3 Marketing and Promotion

Currently marketing of green spaces is sporadic and inconsistent and would benefit from a thorough review and the development of a new approach to promote the biodiversity and health benefits of the green spaces across the local authority area.

There are good examples of websites that promote parks and open spaces at a county wide scale in Hertfordshire and Cambridgeshire and Peterborough.

Networks of parks and open spaces can provide accessible and safe active travel routes that reduce car use and bring health and wellbeing benefits. Redditch through its development as a new town has good green infrastructure and extensive traffic free routes linking parks and open spaces with local neighbourhoods. These should continue to be promoted to encourage active travel as the preferred method for local journeys under 2 miles in line with national government policies.

Recommendation(s)

13. Develop a clear marketing plan for green spaces that includes new web pages, social media and targeted work with key audiences.
14. Promote active travel routes within parks and open spaces.

4.2.4 Community involvement

The engagement of local communities in their local green spaces is a key area of improvement for Redditch Borough Council. The council previously worked with a small number of Friend of Parks groups, but these have all now folded, in part due to a lack of resource to proactively support volunteer activity. There is a well-established mid-week volunteering programme in Redditch focuses on Arrow Valley Country Park, Morton Stanley Park and other semi-natural spaces.

The Council should begin to develop a meaningful dialogue and engagement with its communities and a plan is needed along which clearly sets out roles and responsibilities, levels and sources of support. It is also recommended that dialogue with other organisations who could help the authority commences to develop a stronger partnership approach to improving parks and open spaces across the borough. Being able to demonstrate sounds approaches to community involvement is also a requirement of the Green Flag Award.

There are a range of useful resources including 'How to" guides available through the National Lottery Heritage Fund "Parks Community UK" (https://parkscommunity.org.uk).

Recommendation(s)
15. Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.

4.2.5 Management of Allotments

Allotments and Community Gardens provide opportunities for those people who wish to do so to grow their own produce as part of the long-term promotion of sustainability, health and social inclusion. There are 17 allotment sites across the borough and whilst there may be some gaps in terms of accessibility to allotments in some wards, the level of provision is near national standards.

The allotments sites are currently managed by Redditch Borough Council who manage lettings, non-cultivation, and shared infrastructure. There are local allotment associations at most sites which bring together plotholders. Nationally, there has been a significant shift towards giving allotment associations a greater role and supporting the self-management of allotment sites. This can deliver significant benefits for plotholders, with a greater sense of ownership, quicker response times for addressing issues on site, and reduced levels of vacant plots and non-cultivation. It is recommended that the Borough Council starts a process of investigating the feasibility of transferring allotment sites to local management organisations and starts this process through the delivery of one or more pilot projects. The National Society of Allotment and Leisure Gardeners (https://www.nsalg.org.uk/) can provide advice and support to newly established allotment associations and further resources are available online.

Recommendation(s)
16. Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.
17. Start a pilot project to explore the process of transfer to self-management and share this learning across the borough.

4.2.6 Signage and Interpretation

Across the key parks and open spaces in the borough there is no consistent approach to signage and interpretation. Even a simple approach based on key visitor arrival and orientation information at primary entrances would be a positive start. Some sites have significant biodiversity and heritage interest which could either be summarised in the welcoming signage or interpreted at the location of interest on site.

Recommendation(s)

18. Develop a consistent approach to signage across all priority parks.
19. Develop engaging interpretation on those sites of significant biodiversity or heritage interest.

4.2.7 Events and activities

The council has for some time been running a programme of subsidised events and activities in parks and in 2021/22 it spent £63k (excluding officer time) on this and generated £48k of income. Officer time has been estimated to be in the region of a further £140k. A typical year of events would be around 12 events, the majority of which take place in Arrow Valley Country Park and Morton Stanley Park. Data suggests the average annual attendance is in the region of 19,000 to 24,700, but no accurate figures exist. Community surveys show that satisfaction with events is low, with around 45% of those surveyed rating events as good or very good. However, there is very limited participant survey data to build an accurate picture.

Directly delivering events within parks and open spaces is a resource intensive process. Participant feedback and qualitative evidence suggests that the events offer is not particularly engaging or innovative and does not necessarily meet the needs of the boroughs' communities.

There is a strong case for the community, voluntary sector and commercial sectors playing a greater role in event planning, management and delivery in the future with the council adopting a more enabling role. Providing funding through a grants programme would support local organisations to develop innovative programmes of activity and help leverage in additional resources through grant and crowdfunding. The council would need to develop support mechanisms to ensure that adequate planning was in place for events and that health and safety

requirements were met, but this has been achieved in other areas. This would mark a key change from the current model of delivery and this strategy recommends that the new model is piloted in 2023/24.

Recommendation(s)
20. Pilot an approach to establish a new model for event delivery that allows local organisations to deliver programmes of events and activities. 21. Develop programmes of support to increase skills and capacity amongst local organisations and to ensure the successful delivery of new programmes of events and activities. 22. Evaluate the success of the pilot projects and implement any required changes to the new delivery model.

4.2.8 Partnership working

The parks and events service needs to develop more partnership working to be more effective in delivering large scale change for green spaces. There are a range of organisations within the county that are potential partners including the Worcestershire Wildlife Trust and North Worcestershire Water Management and the Environment Agency. Worcestershire Country Council are also a significant local authority partner that works at a county wide scale to develop policy and strategy particularly around Green Infrastructure and biodiversity. In addition, environmental projects are now being developed at a landscape scale and sub-regionally through the West Midlands Combined Authority.

The National Trust's 8 Hills concept presents a significant opportunity for biodiversity, climate change and the health and well-being residents of the surrounding area and the authority needs to engage more with its development. There is a need to separate out 'designation' and 'collaboration', the advantages and disadvantages of designation are not part of the scope of the strategy but the idea of the borough council proactively collaborating with the National Trust and its partners is a principle that should be adopted.

The authority should start collaborating with the National Trust including establishing a Memorandum of Understanding between both organisations which includes provision for:

- Sharing green space mapping data;

- Sharing community consultation results;
- Contributing officer time;
- Planning joint consultation and project related activities.

Recommendation(s)
23. Engage more regularly with potential partners at a county wide level. 24. Develop a partnership with the National Trust to deliver the 8 Hills project.

4.2.9 Measuring Success

There is a lack of management and performance data relating to the delivery of services around parks and open spaces. The development of a toolkit with a concise set of meaningful key performance indicators would be beneficial and allow progress to be demonstrated.

Recommendation(s)
25. Develop service wide Key Performance Indicators to reflect service plan priorities.

4.3 Priority Parks

As part of the preparatory work to develop the Leisure and Culture Strategy the Council identified four key sites as 'priority parks'. These sites are:

- Arrow Valley Country Park
- Morton Stanley Park
- Overdale Park
- Brockhill Park and Batchley Pool

These priority parks each have a Management, Maintenance Plan and a Masterplan in place. These have been developed based on site assessments, discussions with key officers and stakeholders and the results from the wider community consultation.

The Management and Maintenance Plans have a five-year action plan for the council to take forward with a view to improving the management, maintenance and development of each space and securing the national quality standard, the Green Flag Award for each space as part of a rolling programme.

The four priority parks provide accessible green space to local people including those that experience some of the highest levels of deprivation within the borough, tend to be less physically active and experience some of the lowest health outcomes. This includes parts of Church Hill, Batchley, Redditch Town Centre, Smallwood, St George's, Winyates, Matchborough, Woodrow and Oakenshaw. Enhancing the range of provision, activity programmes, developing community involvement and volunteer participation and delivering the recommendations set out in the Management and Maintenance Plans will contribute to delivering positive outcomes for some of the communities experiencing disadvantage and would be consistent with the national policy of targeted intervention through 'Levelling Up".

Recommendation(s)

26. Develop a rolling programme of applications to the Green Flag Award:
    - Morton Stanley Park (2023)
    - Arrow Valley Country Park (2024)
    - Overdale Park (2025)
    - Brockhill Park & Batchley Pool (2026)

5 Action Plan

Recommendation	2022/23	2023/24	2024/25	2025/26	2026/27	Lead Officer(s)	Partners	Resource Implication
1. Develop a better understanding of the biodiversity value of the borough's green assets.	☑	☑				Parks Development Officer	Planning / WCC	Staff time
2. Positively engage in partnership working at a local and county level to improve biodiversity, nature recovery and deliver wildlife-rich landscapes.	☑	☑				Parks and Events Manager / Parks Development Officer	WCC / Worcestershire Wildlife Trust	Staff time
3. Develop a clear approach to Biodiversity Net Gain and Green Infrastructure to provide a measurable approach to develop and manage land.		☑	☑			Parks Development Officer	Planning / WCC	Staff time
4. Carry out a natural capital assessment of the value of the borough's parks and open spaces.				☑		Parks and Events Manager	External Specialist	Revenue

Recommendation	2022/23	2023/24	2024/25	2025/26	2026/27	Lead Officer(s)	Partners	Resource Implication
5. Develop a plan to identify priorities for delivering further carbon capture and natural capitals gains.				☑		Parks and Events Manager	External Specialist	Revenue
6. Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.		☑	☑	☑	☑	Parks Development Officer	Public Health	Staff time
7. Apply robust approaches to the Local Standards in relation to planning development to address deficiencies in the accessibility and quantity of open spaces across the borough.	☑	☑	☑	☑	☑	Parks Development Officer	Planning	Staff time
8. Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the Borough.	☑					Parks and Events Manager	External Specialist	Revenue
9. Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.		☑				Parks Development Officer	Planning	Staff time

Recommendation	2022/23	2023/24	2024/25	2025/26	2026/27	Lead Officer(s)	Partners	Resource Implication
10. Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of s106 funding.		☑				Parks and Events Manager	-	Staff time
11. Develop an application to the Levelling Up Parks Fund by October 2022.	☑					Parks and Events Manager	-	Staff time / Revenue
12. Develop an environmental management strategy for parks and environmental services.	☑					Operations Team Leader	Parks Development Officer	Staff time
13. Develop a clear marketing plan for green spaces that includes new web pages, social media and targeted work with key audiences.	☑					Parks and Events Manager	Parks Development Officer	Staff time
14. Promote active travel routes within parks and open spaces.	☑	☑	☑	☑	☑	Parks Development Officer	Comms Team	Staff time
15. Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.	☑	☑				Parks and Events Manager	Parks Development Officer	Staff time

Recommendation	2022/23	2023/24	2024/25	2025/26	2026/27	Lead Officer(s)	Partners	Resource Implication
16. Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.	☑	☑				Parks Development Officer	-	Staff time
17. Start a pilot project to explore the process of transfer to self-management and share this learning across the borough.		☑				Parks Development Officer	-	Staff time
18. Develop a consistent approach to signage across all priority parks.		☑				Operations Team Leader	Parks Development Officer	Staff time
19. Develop engaging interpretation on those sites of significant biodiversity or heritage interest.			☑	☑	☑	Parks Development Officer	Operations Team Leader	Revenue
20. Pilot an approach to establish a new model for event delivery that allows local organisations to deliver programmes of events and activities.	☑	☑				Events Team	Parks Development Officer	Staff Time / Existing Revenue Budgets
21. Develop programmes of support to increase skills and capacity amongst local organisations		☑	☑	☑	☑	Events Team	Parks Development Officer	Staff time

Recommendation	2022/23	2023/24	2024/25	2025/26	2026/27	Lead Officer(s)	Partners	Resource Implication
and to ensure the successful delivery of new programmes of events and activities.								
22. Evaluate the success of the pilot projects and implement any required changes to the new delivery model		☑				Events Team	Parks Development Officer	Staff time
23. Engage more regularly with potential partners at a county wide level.	☑	☑	☑	☑	☑	Parks and Events Manager	Parks Development Officer	Staff time
24. Develop a partnership with the National Trust to deliver the 8 Hills project.	☑	☑				Parks and Events Manager	Parks Development Officer	Staff time
25. Develop service wide Key Performance Indicators to reflect service plan priorities.	☑					Parks and Events Manager	-	Staff time
26. Develop a rolling programme of applications to the Green Flag Award	☑	☑	☑	☑		Operations Team Leader	Parks Development Officer	Revenue

Facilities Planning Model Assessment of Sports Hall Provision for Redditch Borough Council

Bespoke Report

29 July 2022

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The Facilities Planning Model

It is most important to set out that the Sport England Facilities Planning Model (FPM) study is a quantitative, accessibility and spatial assessment of the supply, demand and access to sports halls. The FPM study assesses how these factors change based on projected population growth and options to change the sports hall supply.

The FPM study provides an assessment that can inform consultations, to then provide a rounded evidence base. This can then be applied in the development of the Council's strategic planning for the provision of sports halls.

Accreditations

Other than data provided by Redditch Borough Council and Sport England, this report also contains data from the following sources:

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EXECUTIVE SUMMARY

Introduction

0.1 Redditch Borough Council (also referred to as Redditch, or the Borough) is reviewing its current provision of sports halls and assessing the future demand and level of provision required to 2040.

0.2 The Facilities Planning Model (FPM) modelling runs are to provide:

- Run 1 – a baseline assessment of provision in 2021.
- Run 2 – a forward assessment of demand for sports halls and its distribution, based on the projected changes in population from 2021 to 2040.

0.3 The main report sets out the full set of findings under each of the seven assessment headings.

0.4 The next section of the report provides the headline strategic overview, the key findings and interventions arising from the Sport England FPM study on supply, demand and accessibility.

Headline Strategic Overview

0.5 The headline strategic overview is that most of the Borough's demand for sports halls can be met by the accessible supply of sports halls in 2021 and 2040.

0.6 Satisfied demand is very high, and the vast majority is retained within the Borough. Unmet demand is very low, and is demand located too far away from a sports hall.

0.7 The sports halls are estimated to be busy, especially the public leisure centre sports halls and some educational sites.

0.8 The educational sites are important providers for community use and this needs to continue.

0.9 The Borough's stock of public leisure centres and educational sports halls is ageing.

Key Findings

0.10 The key findings that underpin the headline strategic overview are as follows:

1. The total supply of sports halls in badminton court equivalents in 2021 and 2040 is 38, of which 29 are available for community use in the weekly peak period and nine, 23% of the total supply, are unavailable.
2. The public leisure centre provides a good offer. The scale of the main hall provides for all indoor hall sports (except handball) at the community level of sports participation and club sport development programmes
3. The educational sites represent 83% of the total sites and have variable hours of access for community use.

4. The average age of the sports hall sites in 2021 is 39 years. The oldest, Abbey Stadium Sports Centre, opened in 1963.
5. Five sites opened before 2000 and three have been modernised. St Augustine's School (1970) and Arrow Vale Sports & Leisure Centre (1976) are unmodernised.
6. Between 2021 and 2040, there is a 1% increase in the Borough's population and a 3% decrease in demand for sports halls.
7. Redditch is the only local authority in the study area with a projected decrease in demand for sports halls between 2021 and 2040.
8. A total of 24% of journeys made by Redditch residents to sports halls are on foot or by public transport.
9. There is enough sports hall capacity within a suitable travel time to meet 95% of the Borough's demand for sports halls in 2021 and 2040.
10. Satisfied demand retained within the Borough is 81% in 2021 and 83% in 2040. This shows that the sports halls are well located and have the capacity and appeal to meet most of the demand in the Borough.
11. Unmet demand is 5% of demand in both years. This equates to just over one court.
12. Unmet demand located too far away from a sports hall is 99% of unmet demand in both years.
13. The estimated used capacity of the Redditch sports halls in the weekly peak is 62% in 2021 and 67% in 2040.
14. Abbey Stadium Sports Centre is estimated to have 87% of capacity used at peak times in 2021 and 100% in 2040.
15. The highest imported demand is from Bromsgrove, with 423 visits in the weekly peak period in 2021 (40% of all imported demand) and 840 visits in 2040 (52% of all imported demand).

Interventions and Next Steps

0.11 The interventions and suggested next steps are based on the FPM findings and need to be considered to develop an all-round evidence base. This includes review of the FPM assessment within the Council, and consultations with key organisations, such as educational owners of facilities, sports clubs and community groups.

0.12 It is envisaged this wider evidence base work will be progressed through the Council's Built Facilities Strategy. This will lead to options on ways to meet the projected demand for sports halls up to 2040 and beyond.

0.13 Setting the FPM assessment within this wider context, the FPM key findings in terms of interventions are:

- Potential changes in the hours available for community use at the educational sites.
- The age of the stock and need for modernisation.

- The location of the residential sites in Redditch and Bromsgrove and the increase in imported demand from Bromsgrove met at the Redditch sports halls.

0.14 The interventions and next steps arising from the FPM key findings are:

- Secure community-use agreements at educational sites. In terms of the FPM findings, the most important is continuation of community use at Tudor Grange Academy. It is in an area of quite high demand for sports halls and has 34 hours of community use available in the weekly peak period. Increasing the community hours to the maximum 46 hours increases the capacity.
- Modernise Arrow Vale Sports & Leisure Centre and consider increasing the hours available for community use in the weekly peak period from 40 hours at present to the maximum 46 hours. This will maintain the attractiveness of the venue to residents in the Borough. The centre is in an area of quite high demand.
- Work with Bromsgrove District to ensure developer contributions secured from the residential sites in both authorities contribute to improving the sports halls in Redditch.

  The FPM findings identify increased usage at Abbey Stadium Sports Centre and Trinity High School in 2040. These are the nearest sports hall sites to the residential sites in both authorities and the increase in use can be attributed in part to the demand from these sites.

  Trinity High School has 34 hours available for community use and estimated usage of 84% in 2021 in the weekly peak period and 92% in 2040. Increasing the hours available for community use to 46 hours will increase supply and contribute to meeting the increased demand. It could also accommodate some of the demand being met at the nearby Abbey Stadium Sports Centre and reduce the used capacity to a more comfortable level. The centre was last modernised in 2006 and may need further modernisation.

0.15 A more strategic and longer-term intervention is to negotiate a community-use agreement for any new educational sports hall, or replacement of existing sports hall. St Augustine's School opened in 1970 and the sports hall is unmodernised.

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1 INTRODUCTION

1.1 Redditch Borough Council is reviewing the current provision of sports halls and assessing the future provision required up to 2040.

1.2 The key drivers for the work are to:

- Provide a 2021 evidence base for sports halls in the Borough.
- Assess how the supply of sports halls is meeting demand in the Borough in 2021.
- Provide a forward assessment of need and an evidence base for sports halls to 2040, based on the projected population change in the Borough and across the study area.

1.3 The outputs from the FPM assessment will be applied in:

1. The Council's indoor sports facilities strategic planning work.
2. Development of planning policies for sports hall provision.

1.4 The sequence of work is based on assessments known as runs, and these are set out in the Executive Summary.

The Study Area

1.5 The assessments include the sports halls and population in the Borough and its neighbouring local authorities, which comprise the study area (see Map 1.1).

1.6 A customer's choice of sports halls does not reflect local authority boundaries. There may be management, and possibly pricing, incentives for customers to use sports facilities located in their local authority area. Other factors that influence choice of sports hall include:

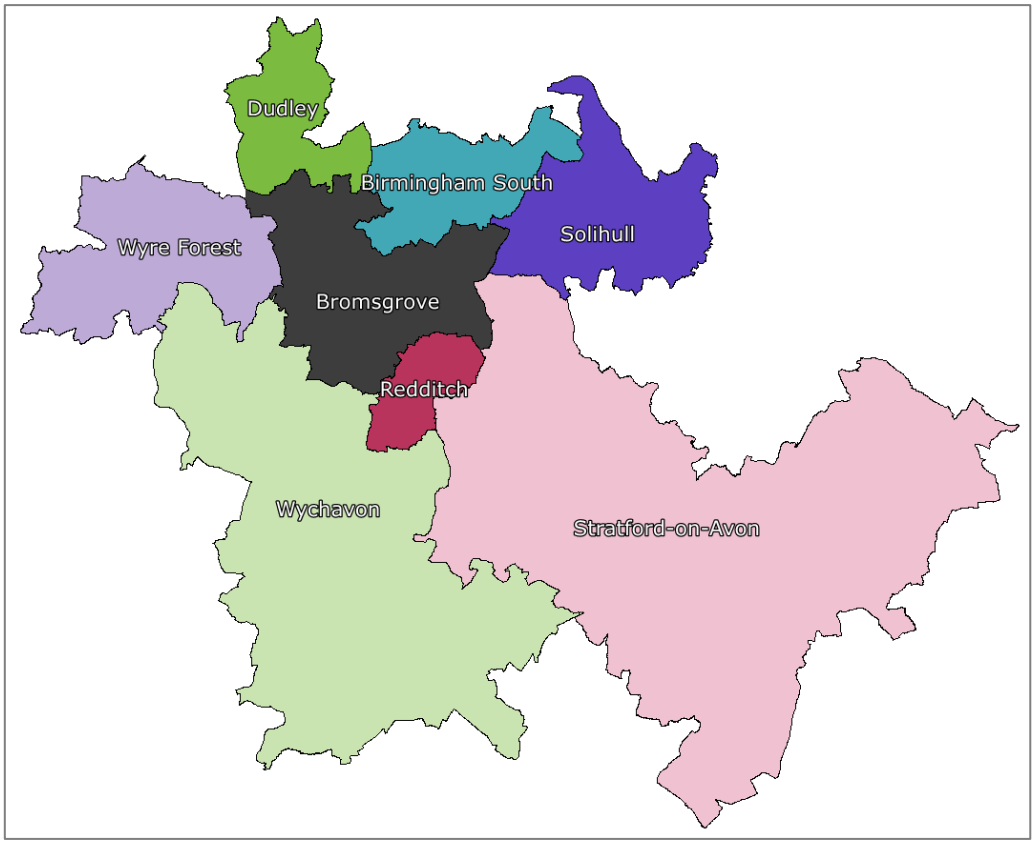
- How close the venue is to where residents live or work.
- Other facilities on the same site, such as a gym or studio.
- The programming of the sports halls, particularly that hall sports are available for club sport and community group use at times that fit with the lifestyle of residents.
- The age and condition of the facility and, inherently, its attractiveness.

1.7 Increasingly, the quality of the sports halls and their offer are of more importance to residents in their choice of venues. New facilities will have a significant draw because of the higher quality of the venues.

1.8 In determining the position across the Borough, it is important to take full account of the sports halls and population in neighbouring local authority areas. The most attractive facility for some Redditch residents may be outside the Borough (known as exported demand). For residents of neighbouring authorities, their most attractive sports hall may be inside Redditch (known as imported demand).

1.9 To take account of these factors, the study area places the Redditch Borough Council area at its centre and includes neighbouring local authority areas.

Map 1.1: Study Area for the Redditch Sports Halls Assessment



Report Structure, Content and Sequence

1.10 The findings for the Redditch Borough Council assessment are set out in a series of tables for the runs, as follows:

- Total Supply
- Total Demand
- Accessibility
- Satisfied Demand
- Unmet Demand
- Used Capacity
- Local Share

1.11 The terms listed above are defined beneath the tables.

1.12 To support the findings, this report also includes maps that show sports hall locations, demand, deprivation, driving and walking coverage, public transport access, unmet demand and local share.

1.13 Where valid, the findings for neighbouring local authorities are set out. A commentary is provided on these comparable findings because some local authorities like to know how their findings on badminton courts per 10,000 population compare with those for neighbouring local authorities.

1.14 The key findings in each of the sections are numbered and highlighted in bold typeface.

1.15 Details of the sports halls in the neighbouring local authority areas for the assessment are set out in Appendix 1. All maps for the study are provided in Appendix 2. For a description of Sport England's Facilities Planning Model and its parameters, see Appendix 3.

2 SPORTS HALL SUPPLY

Key finding 1 is that the total supply of sports halls in badminton court equivalents in 2021 and 2040 is 38 courts, of which 29 are available for community use in the weekly peak period and nine, 23% of the total supply, are unavailable.

Key finding 2 is that the public leisure centre site provides a good offer. The scale of the main hall provides for all indoor hall sports (except handball) at the community level of sports participation and club sport development programmes

Key finding 3 is that the educational sites represent 83% of the total sites and have variable hours of access for community use.

Key finding 4 is that the average age of the sports hall sites in 2021 is 39 years. The oldest, Abbey Stadium Sports Centre, opened in 1963.

Key finding 5 is that five sites opened before 2000 and three have been modernised. St Augustine's School (1970) and Arrow Vale Sports & Leisure (1976) are unmodernised.

Table 2.1: Supply of Sports Halls in Redditch by Run

Total Supply	RUN 1	RUN 2
Redditch	2021	2040
Number of halls	11	11
Number of hall sites	6	6
Supply in badminton court equivalents	37.5	37.5
Supply in courts scaled with hours available in peak period	28.9	28.9
Supply in visits per week in peak period	10,643	10,643
Average year built of sites	1982	1982
Average age of sites	39	58

Definition of supply – This is the supply or capacity of the sports halls available for community and club use in the weekly peak period. The supply is expressed in number of visits that a sports hall can accommodate in the weekly peak period and in the number of badminton courts.

Weekly peak period – This is when the majority of visits take place and when users have most flexibility to visit. The peak period for sports halls is one hour on weekday mornings, five hours on weekday evenings and eight hours on weekend days. This gives a total of 46 hours per week. The modelling and recommendations are based on the ability of the public to access facilities during this weekly peak period.

2.1 In both runs there are 11 individual sports halls, located at six sports hall sites. There is one public leisure centre and five educational sites.

2.2 **Key finding 1** is that the total supply of sports halls in badminton court equivalents in 2021 and 2040 is 38 courts. Twenty-nine courts are available for community use in the weekly peak period. Nine courts, 23% of the total supply, are unavailable for community use.

2.3 The unavailable supply is located at the educational sports hall sites. The maximum number of hours available for community use in the weekly peak period is 46.

Table 2.2: Details of Sports Halls in Redditch Included in the Runs

Site	Operation	Facility Type	Dimensions (m)	Area (sqm)	Year Built	Year Refurb	Peak Hours	Total Hours	Capacity (visits in weekly peak period)
Abbey Stadium Sports Centre	Public	4-court	35 x 21	737	1963	2016	46	104.5	1,472
Arrow Vale Sports & Leisure Centre	Edu.	4-court Activity	35 x 20 18 x 12	690 216	1976		40 40	50.5 50.5	2,180
St Augustine's School	Edu.	4-court Activity	35 x 20 18 x 17	690 306	1970		31 31	32 32	1,980
St Bede's Catholic Middle School	Edu.	3-court Activity	27 x 18 18 x 10	486 180	2017		25.5 25.5	28 28	1,090
Trinity High School	Edu.	4-court Activity	52 x 24 17 x 9	1,248 153	1996	2006	34 34	38 38	1,630
Tudor Grange Academy	Edu.	5-court Activity	41 x 21 18 x 10	867 180	1970	2006	39 39	41 41	2,291

2.4 Abbey Stadium Sports Centre has the second smallest capacity in the Borough. This is because it does not have an activity hall, which all the educational sites do.

2.5 The at-one-time capacity of a main hall with marked courts is eight people per badminton court and for an activity hall it is 15 people per 144 sqm (the equivalent area of a badminton court). Therefore, an activity hall has almost double the capacity for the same area size of a main hall.

2.6 Where a sports hall site has both a main hall and an activity hall, the activities for the two halls are programmed together. The main hall can accommodate big/high space activities, such as basketball and badminton, which have low participant numbers. The activity hall can accommodate smaller space activities such as martial arts, but which have higher participant numbers.

2.7 The Sport England/National Governing Bodies recommended size for a four-court sports hall is 35m x 20m. This size of hall allows sufficient space between and behind the courts to provide for all indoor hall sports (except handball) at the community level of sports participation. This size of sports hall also meets the needs for club sport development programmes.

2.8 Abbey Stadium Sports Centre has a four-court hall that meets the Sport England/National Governing Bodies recommended size. The total capacity of the public leisure centre is 14% of the available supply in the peak period.

2.9 Key finding 2 is that the public leisure centre provides a good offer. The scale of the main hall provides for all indoor hall sports (except handball) at the community level of sports participation and club sport development programmes. It has the maximum 46 hours available for community use in the weekly peak period.

2.10 The educational sites provide:

- One five-court hall.
- Three four-court halls, which meet Sport England/National Governing Bodies recommended size.
- One three-court hall.
- An activity hall (at all five sites).

2.11 Key finding 3 is that the educational sites represent 83% of the total sites and have variable hours of access for community use. The hours available range from 25.5 hours in the weekly peak period at St Bede's Catholic Middle School to 40 hours at Arrow Vale Sports & Leisure Centre.

2.12 The educational provider determines the policy for community use of its educational site, together with the programme and hours of use. Should schools or colleges reduce access for community use, this will create a significant change in the overall balance between supply and demand in terms of the following:

- Whether there is enough supply to meet demand.
- How supply differs by area.
- The type of access for sports clubs, community groups and pay and play.

2.13 Key finding 4 is that the average age of the sports hall sites in 2021 is 39 years. Therefore, it is an ageing stock. The oldest sports hall site is Abbey Stadium Sports Centre, opened in 1963.

2.14 St Bede's Catholic Middle School offers the newest sports hall, opened in 2017.

2.15 Key finding 5 is that five sites opened before 2000 and three have been modernised. The unmodernised venues are St Augustine's School, opened in 1970, and Arrow Vale Sports & Leisure Centre, opened in 1976.

2.16 Modernisation is defined as one or more of the following:

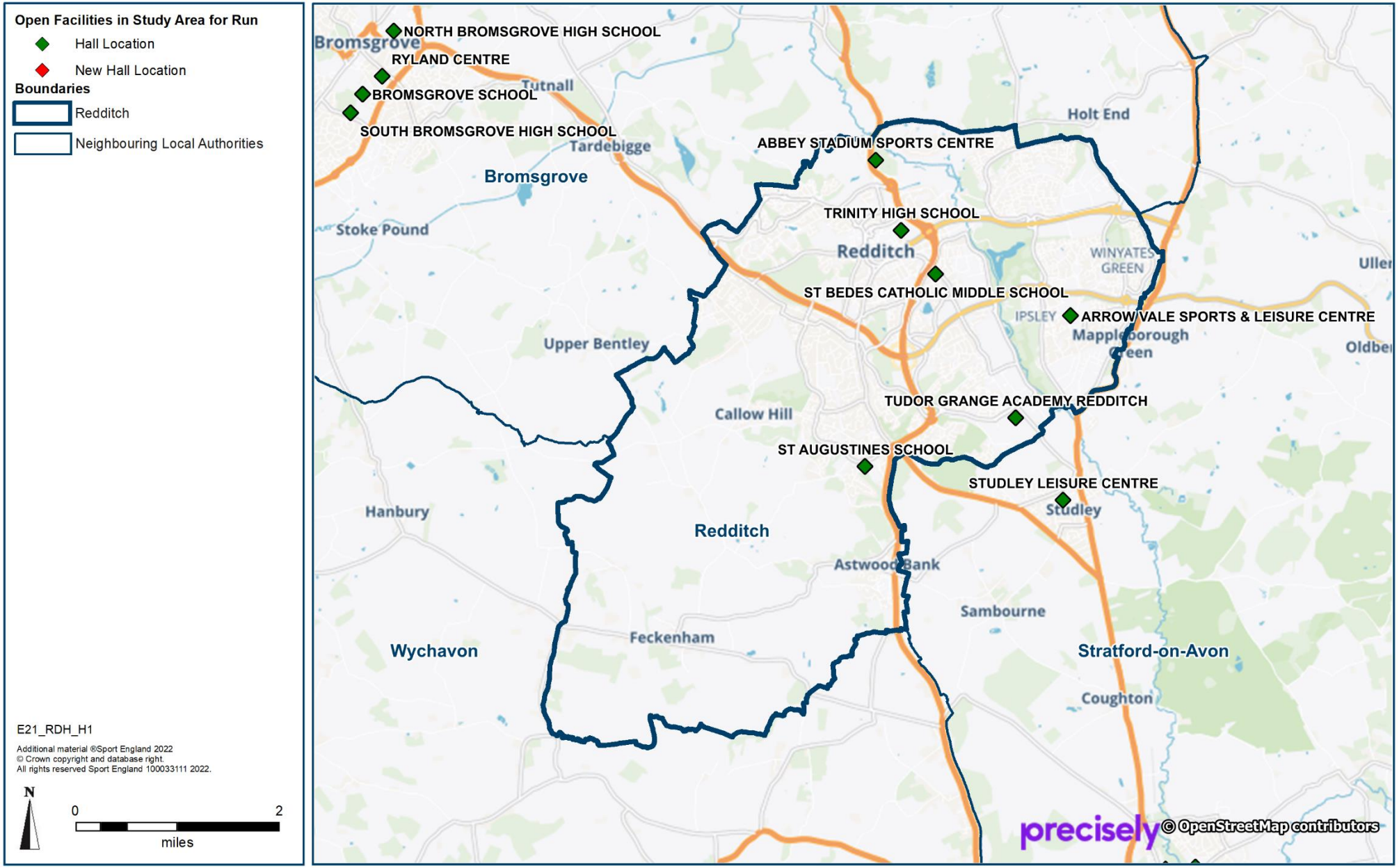
- Upgrade of the sports hall floor to a sprung timber floor.
- Upgrade of the lighting in the sports hall.
- Modernisation of the changing accommodation.

Sports Hall Locations

2.17 The locations of sports halls across the Borough are shown in Map 2.1, with green diamonds indicating sites open in both runs. Of note is that there are no sites in the

extensive southwest area of the Borough. The implications of this are set out in the Demand for Sports Halls, Satisfied Demand for Sports Halls and Unmet Demand for Sports Halls sections.

Map 2.1: Location of Sports Hall Sites in Redditch



3 DEMAND FOR SPORTS HALLS

Key finding 6 is that, between 2021 and 2040, there is a 1% increase in the Borough's population and a 3% decrease in demand for sports halls.

Key finding 7 is that Redditch is the only local authority in the study area with a projected decrease in demand for sports halls between 2021 and 2040.

Table 3.1: Demand for Sports Halls in Redditch by Run

Total Demand	RUN 1	RUN 2
Redditch	2021	2040
Population	85,164	85,819
Visits demanded per week in peak period	7,196	7,009
Demand in courts with comfort factor included	24.4	23.8

Definition of total demand – This represents the total demand for sports halls by gender and for six age bands from 0 to 79 and is calculated as the percentage of each age band/gender that participates. This is added to the frequency of participation in each age band/gender to arrive at a total demand figure, which is expressed in visits in the weekly peak period and number of badminton courts. The FPM parameters for the percentage and frequency of participation, for gender and age, are calculated from Sport England's Active Lives survey up to November 2019 and set out in Appendix 3.

3.1 The Borough's population in 2021 is 85,164 and is projected to be 85,819 in 2040, an increase of 1%.

3.2 The Borough's population forecast is taken from the ONS 2018-based subnational projections. The geographical distribution of the population in the FPM for 2040 includes housing growth sites to 2030 provided by the Council, which are shown on Map 3.1.

3.3 The largest Redditch housing growth site is located immediately west of Abbey Stadium Sports Centre. This site extends across the boundary into Bromsgrove District.

3.4 There is a major housing site in Bromsgrove adjacent to the Redditch boundary and close to the large Redditch housing site. As well as Abbey Stadium Sports Centre, there are two educational sports hall sites in this area.

3.5 These proposals are in addition to new housing already permitted or planned for in existing development plans. It is important to note that the Local Plan to 2040 is currently at Regulation 18 stage only, and these proposals may change during Local Plan preparation.

3.6 The 2021 demand for sports halls is 7,196 visits per week in the peak period, which equates to 24 courts. Demand is projected to decrease to 7,009 visits in the weekly peak period by 2040, a 3% decrease. However, the demand still equates to 24 courts. (Note: the

participation rate and frequency of participation are assumed to be unchanged between 2021 and 2040).

3.7 Key finding 6 is that, between 2021 and 2040, there is a 1% increase in the Borough's population and a 3% decrease in demand for sports halls.

Decrease in Demand for Sports Halls

3.8 The most likely reason for the slight decrease in demand for sports halls is the change in demographics in the Borough between 2021 and 2040.

3.9 The ageing of the resident population between 2021 and 2040 will influence the demand for sports halls. It can mean that there are fewer people in the main age bands for sports halls participation in 2040 than in 2021. (The sports hall participation and frequency rates by age and gender are set out in Appendix 3.)

3.10 Therefore, the increase in demand for sports halls from population growth is offset by the ageing of the much larger resident population. The modelling assumes the frequency of sports hall participation remains constant.

Geographical Distribution of Demand

3.11 The location of demand for sports halls across the Borough in 2021 is shown in Map 3.2 for 2021 and Map 3.3 for 2040.

3.12 Demand in both years is highest in the northeast of the Borough and in an area northwest of the Tudor Grange Academy site. Demand is lowest in the southwest of the Borough, where there are no sports halls.

Demand for Sports Halls Across the Study Area

3.13 Key finding 7 is that Redditch is the only local authority in the study area with a projected decrease in demand for sports halls between 2021 and 2040.

3.14 Demand is projected to increase most in Stratford-upon-Avon by 16%, Wychavon by 15% and Bromsgrove by 10%.

Table 3.2: Demand for Sports Halls by Local Authority by Run

Demand in equivalent courts considering a 'comfort' factor	RUN 1	RUN 2	% Change
Local Authority	2021	2040	2021-2040
Redditch	**24.4**	**23.8**	**-2.6%**
Birmingham South	170.3	179.4	5.3%
Dudley	92.4	97.8	5.8%
Solihull	61.8	66.8	8.2%
Stratford-on-Avon	36.4	42.4	16.5%
Bromsgrove	27.9	30.7	10.2%
Wychavon	36.4	41.7	14.6%
Wyre Forest	28.3	29.4	4.0%

Deprivation

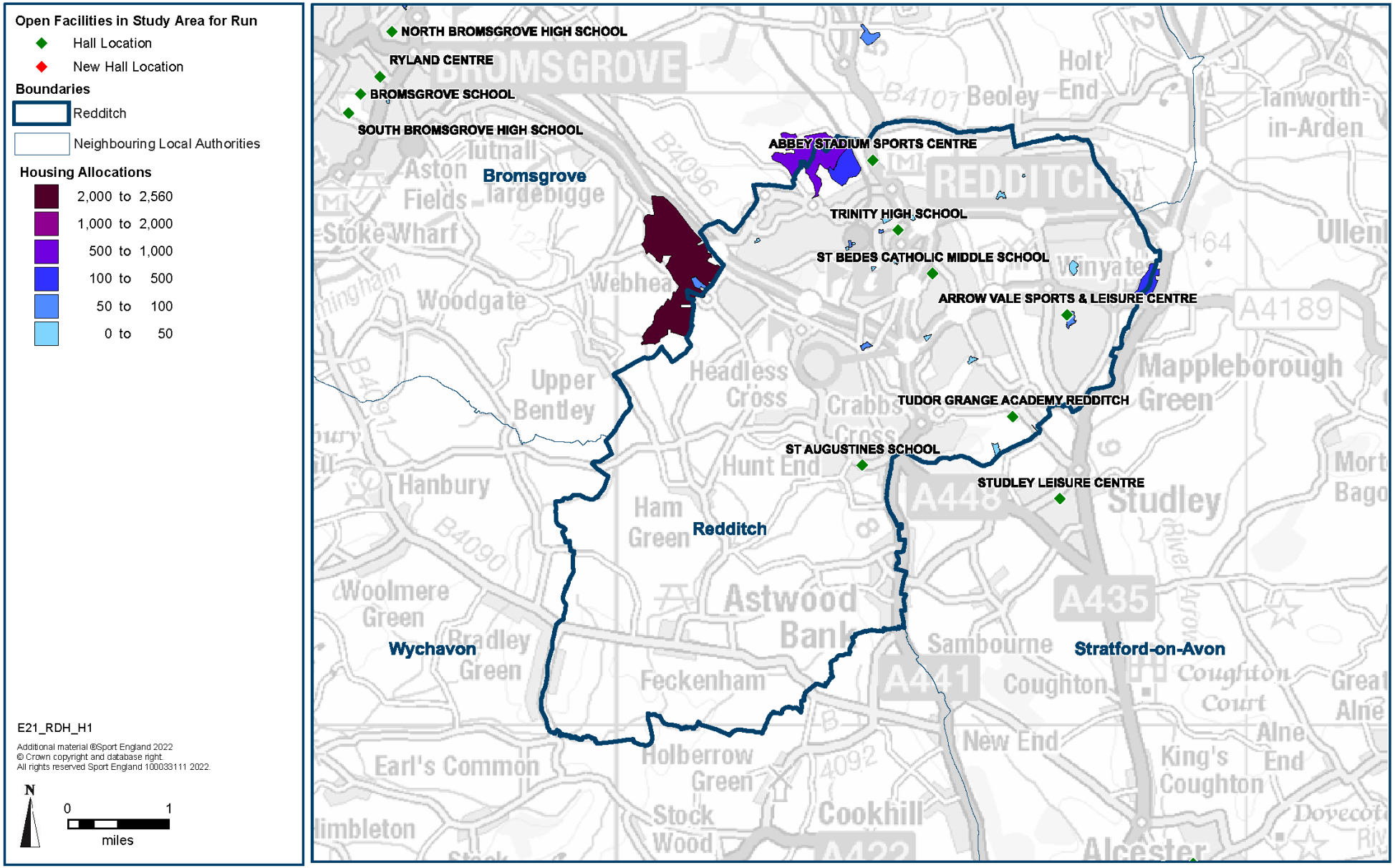
3.15 A total of 9% of the Borough's lower super output areas (LSOAs) are in the most deprived 10% nationally. Overall, Redditch ranks in the top 40% of most-deprived local authorities.

3.16 However, the level of deprivation varies across the Borough, as shown in Map 3.4. Trinity High School is the only sports hall site located in an area of high deprivation.

3.17 The Index of Multiple Deprivation (IMD) score is used in the FPM to limit whether people will use commercial facilities (see Appendix 3 for a definition of IMD). A weighting factor is incorporated to reflect the cost element often associated with commercial facilities. The assumption is that the higher the IMD score (less affluence), the less likely the population of the LSOA would choose to go to a commercial facility.

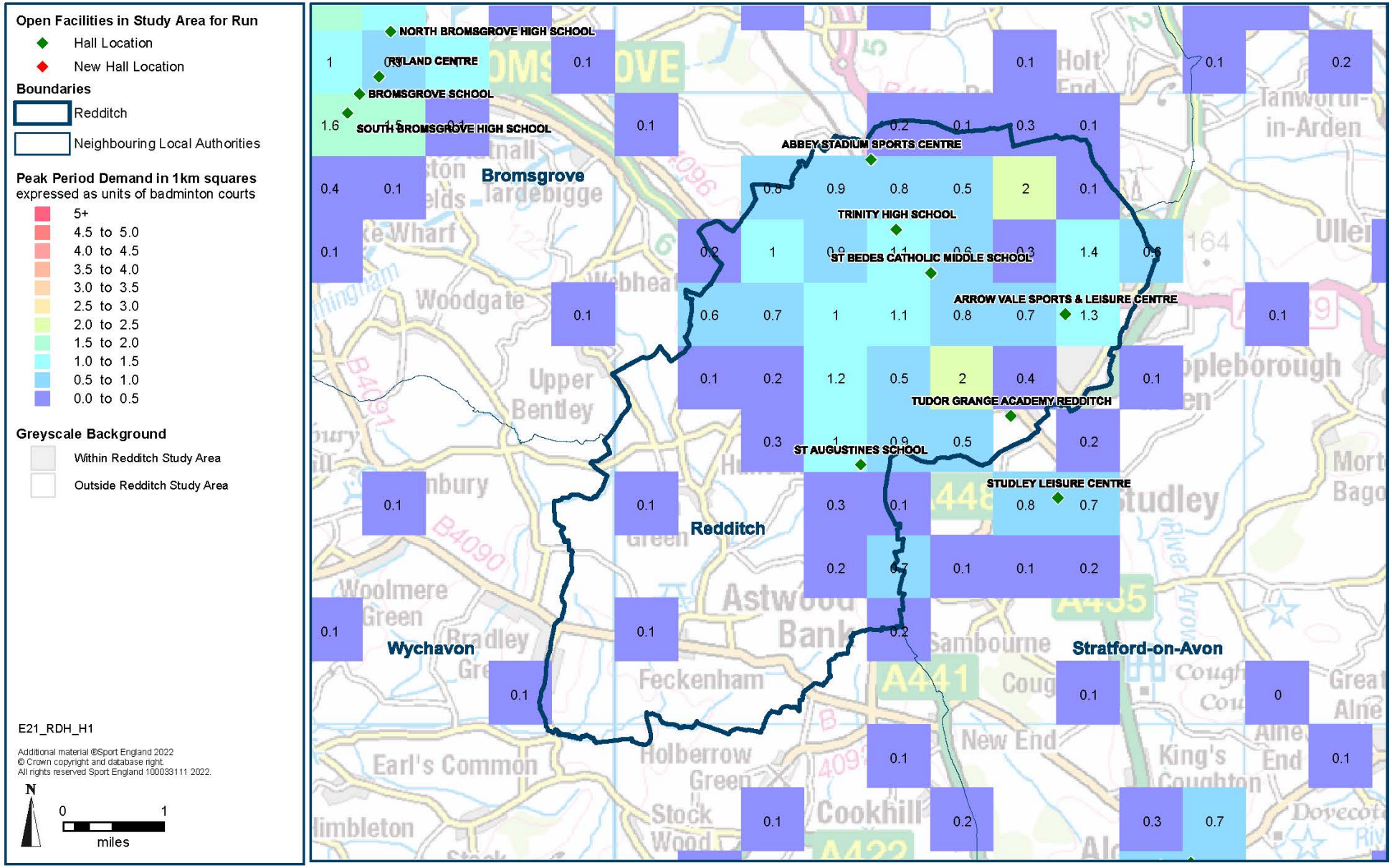
Map 3.1: Housing Growth Areas in Redditch to 2040

Sites and allocations supplied by Redditch Borough Council.



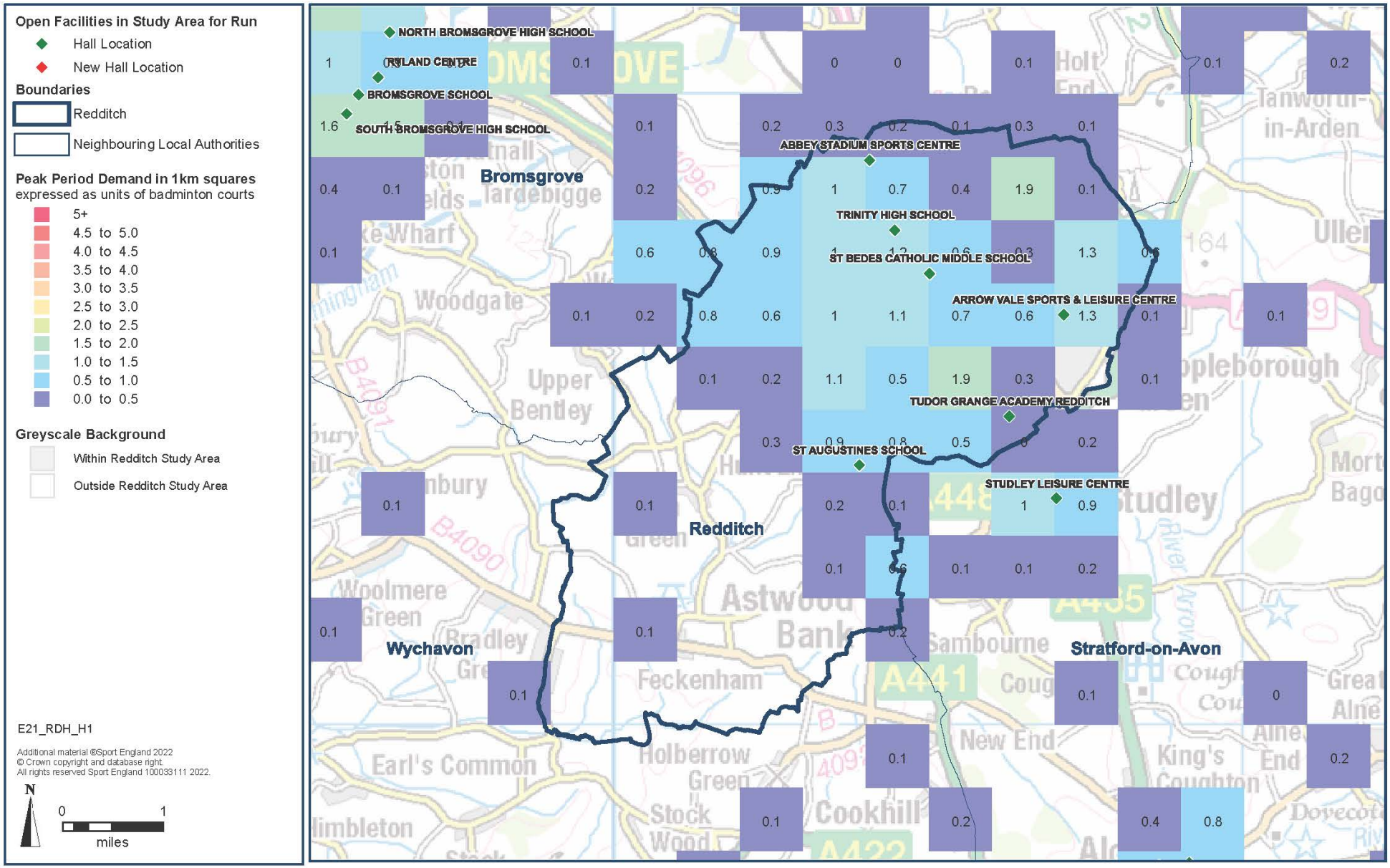
Map 3.2: Demand for Sports Halls in Redditch in 2021 (Run 1)

FPM peak period demand aggregated at 1km square grid level expressed as number of badminton courts and shown thematically (colours).



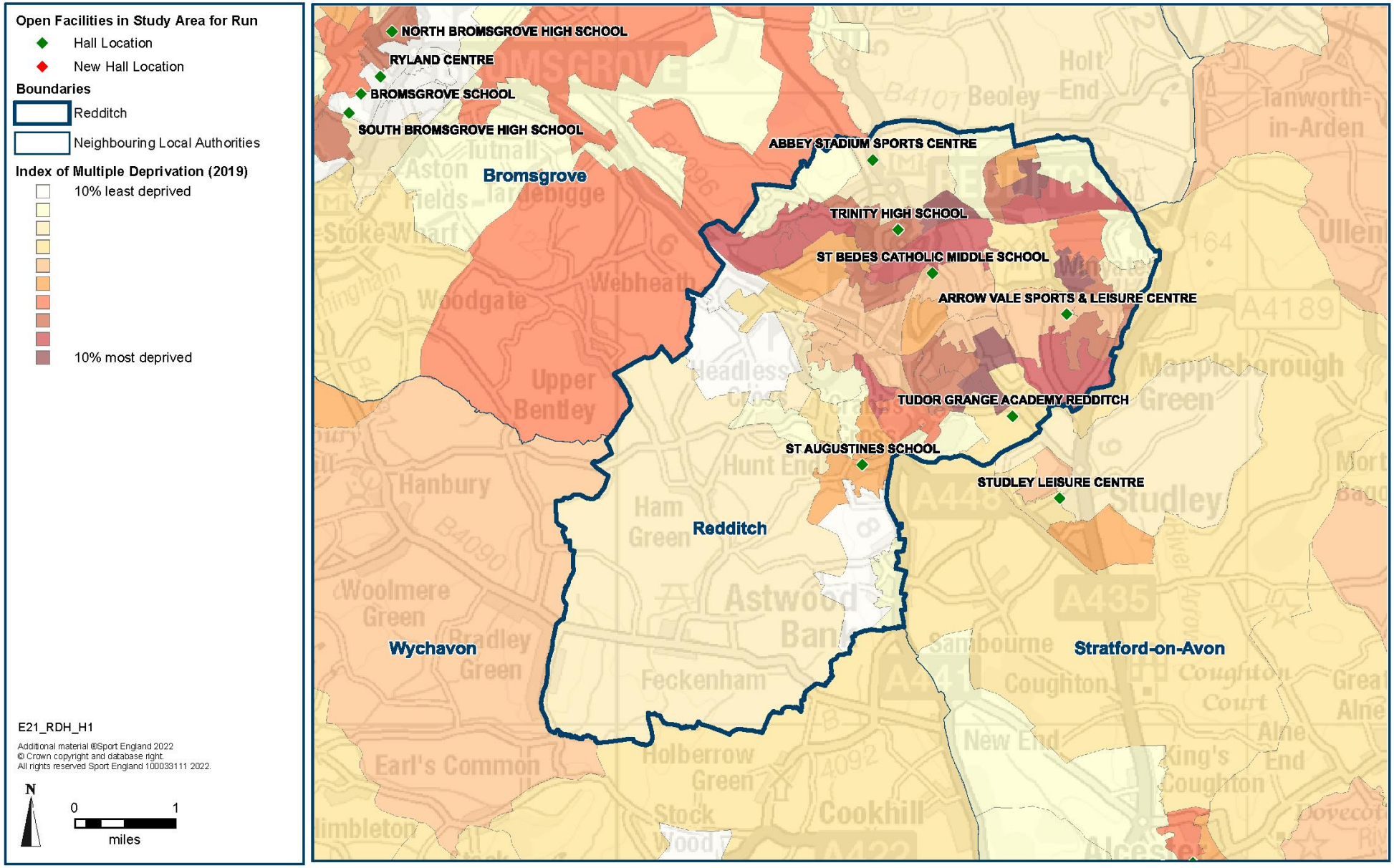
Map 3.3: Demand for Sports Halls in Redditch in 2040 (Run 2)

FPM peak period demand aggregated at 1km square grid level expressed as number of badminton courts and shown thematically (colours).



Map 3.3: Deprivation in Redditch, 2019

Deprivation shown thematically (colours) at lower super output area level by decile.



4 ACCESSIBILITY

Key finding 8 is that 24% of journeys made by Redditch residents to sports halls are on foot or by public transport.

Table 4.1: Travel Mode of Redditch Demand to Sports Halls by Run

Accessibility	RUN 1	RUN 2
Redditch	2021	2040
% of population without access to a car	19.5	19.5
% of population within a 20-minute walk of a sports hall	51.0	50.8
% of demand satisfied when travelled by car	76.3	76.4
% of demand satisfied when travelled on foot	14.7	14.6
% of demand satisfied when travelled by public transport	9.0	9.0

Definition of accessibility – For residents without access to a car, travel to sports halls by public transport or on foot is the choice of travel. The FPM uses a distance decay function where the further a user is from a facility, the less likely they will travel. A description of the distance decay function is set out in Appendix 3. The travel-time limits used are:

- Drive is 30 minutes
- Public transport is 30 minutes (at half the speed of a car)
- Walking is 40 minutes (two miles)

On average, a 20-minute travel time accounts for approximately 90% of visits to a hall.

4.1 Key finding 8 is that 24% of journeys made by Redditch residents to sports halls are on foot or by public transport. This reflects the level of deprivation in Redditch and that 20% of the population do not have access to a car.

4.2 However, the percentage of the Borough's resident population without access to a car is lower than the national average of 25% and the West Midlands Region average of 24%.

Walking Access

4.3 An illustration of how many sports halls can be accessed by Borough residents, based on where they live and a 20-minute walk time (one mile) from the sports hall locations, is set out in Map 4.1 for the existing provision.

4.4 By definition, this is a small coverage area. Residents in the area shaded yellow are within walking distance of one sports hall site, and residents in the small orange area are within walking distance of three sites. However, not all residents in these areas will walk to a sports hall and some will travel further.

Public Transport Access

4.5 To provide some guidance on how accessible sports hall sites are by public transport, the areas of the Borough within a five-minute walk of a bus stop (areas in pink) and a 15-minute walk of a railway station (purple areas) are shown in Map 4.2.

4.6 All of the sports halls in the Borough and most of the local authority area, apart from areas in the southwest, are within a five-minute walk of a bus stop.

4.7 Trinity High School is the only sports hall within a 15-minute walk of a railway station.

4.8 It should be noted that while most Borough residents can get to a sports hall from a public transport stop, it may not mean they can get to a sports hall within 20 minutes from home via a combination of walking and public transport. Also, in rural areas the service may not be regular.

Driving Access

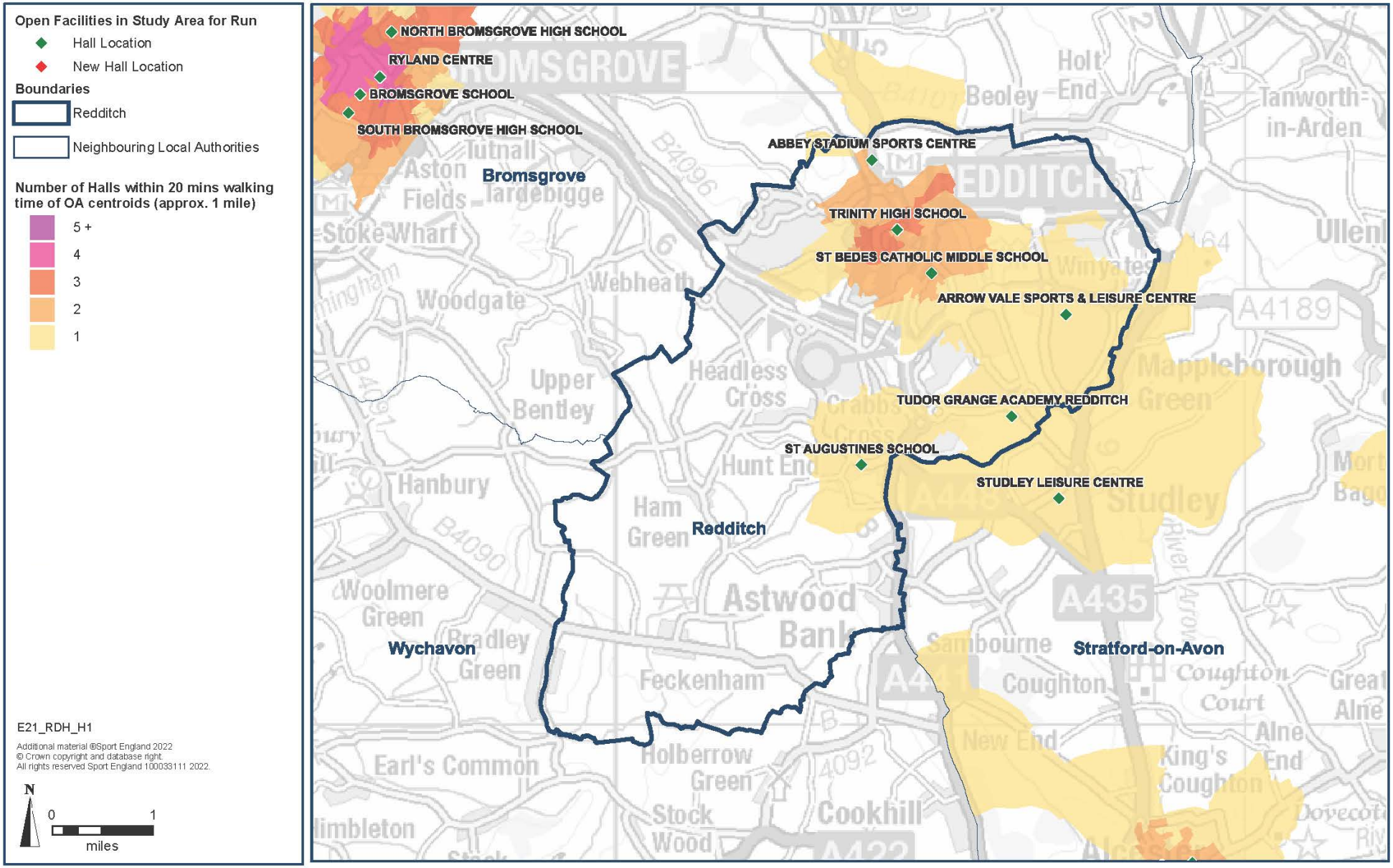
4.9 Mapping for a 20-minute drive time from sports halls is set out in Map 4.3 for the existing provision.

4.10 Residents in most of the Borough can drive to between ten and 15 sports hall sites within 20 minutes. Residents in the northeast of the Borough have access to between 15 and 20 sites. Residents in a small part of the southwest have access to the fewest sports hall sites: between five and ten. This is also an area of low demand for sports halls.

4.11 Five of the six sports hall sites are in or very close to the areas with the greatest level of access by car. In these areas, residents can drive to between 15 and 20 sites. The exception is St Augustine's School, which is located in an area with access to between ten and 15 sites.

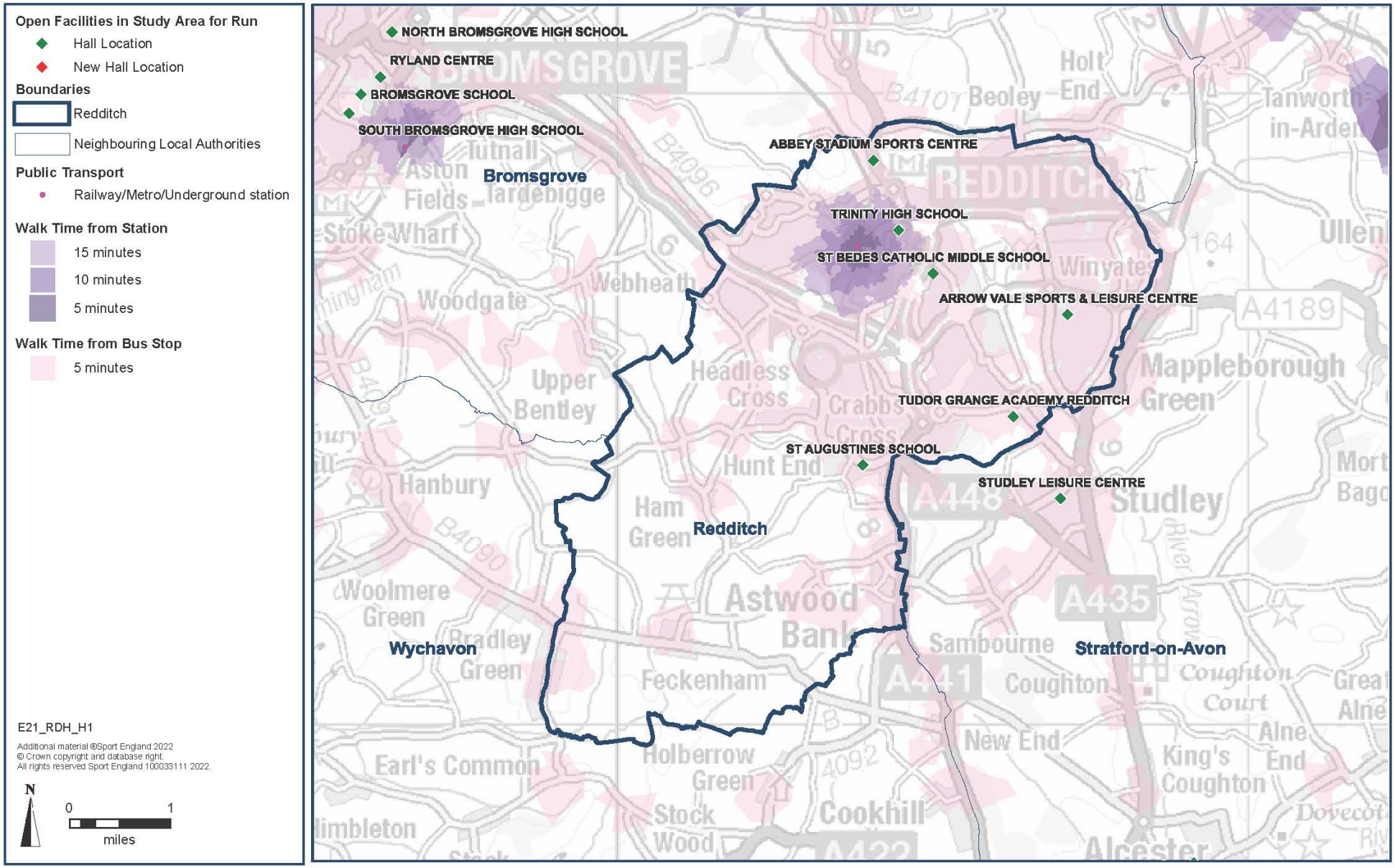
Map 4.1: Walking Access to Sports Halls in Redditch

FPM coverage shown thematically (colours) at output area level expressed as the number of sports hall sites within a 20-minute walk of output area centroid.



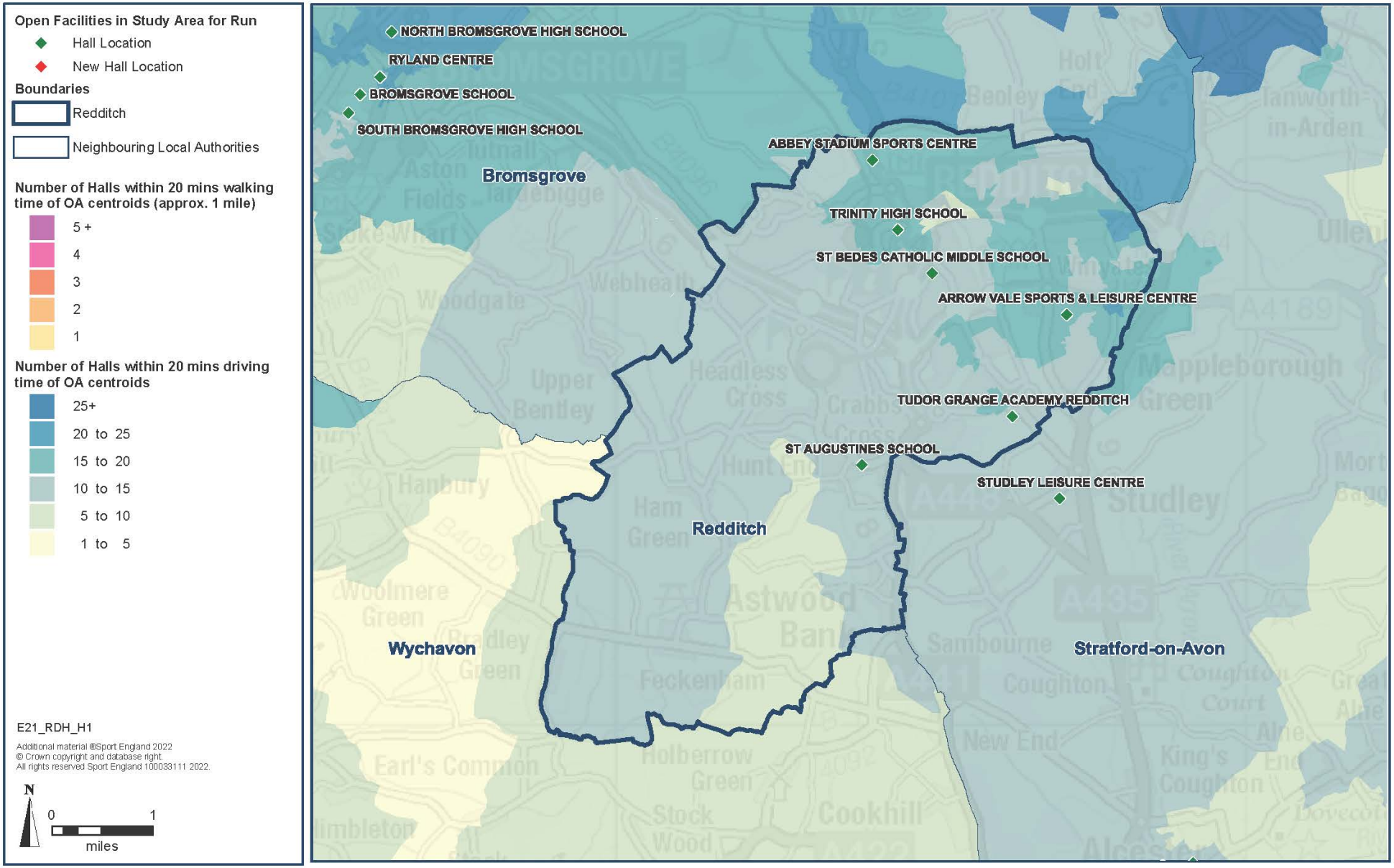
Map 4.2: Walking Access to Public Transport in Redditch

Areas within walking time shown thematically (colours) from bus, coach and tram stops, and railway, metro and underground stations.



Map 4.3: Driving Access to Sports Halls in Redditch

FPM coverage shown thematically (colours) at output area level expressed as the number of sports hall sites within a 20-minute drive of output area centroid.



5 SATISFIED DEMAND FOR SPORTS HALLS

Key finding 9 is that there is enough sports hall capacity within a suitable travel time to meet 95% of the Borough's demand for sports halls in 2021 and 2040.

Key finding 10 is that satisfied demand retained within the Borough is 81% in 2021 and 83% in 2040. This shows that the sports halls are well located and have the capacity and appeal to meet most of the demand in the Borough.

Table 5.1: Satisfied Demand for Sports Halls in Redditch by Run

Satisfied Demand	RUN 1	RUN 2
Redditch	2021	2040
Number of visits met per week in peak period	6,834	6,649
% of total demand satisfied	95.0	94.9
Number of visits retained per week in peak period	5,542	5,499
Demand retained as a % of satisfied demand	81.1	82.7
Number of visits exported per week in peak period	1,291	1,151
Demand exported as a % of satisfied demand	18.9	17.3

Definition of satisfied demand – This represents the proportion of total demand that is met by the capacity at the sports halls from Redditch residents who live within the driving, walking or public transport catchment area of a sports hall. This includes sports halls located both within and outside the Redditch.

5.1 Key finding 9 is that there is enough sports hall capacity within a suitable travel time to meet 95% of the Borough's demand for sports halls in 2021 and 2040.

5.2 Satisfied demand in all the local authority areas in the study area is more than 90% of total demand in both years, apart from in Birmingham South, where satisfied demand is 89% in 2021 and 88% in 2040. (The sports halls included in the study area are listed in Appendix 1.)

5.3 Satisfied demand is highest in Bromsgrove in both years, at 96%. In short, there is an extensive and accessible supply of sports halls within a suitable travel time across the eight local authorities in the study area.

Table 5.2: Percentage of Satisfied Demand for Sports Halls in Study Area by Run

% of Total Demand Satisfied	RUN 1	RUN 2
Local Authority	2021	2040
Redditch	**95.0**	**94.9**
Birmingham South	89.4	88.0
Dudley	92.3	91.3
Solihull	94.5	93.7
Stratford-on-Avon	93.4	93.3
Bromsgrove	96.3	95.8
Wychavon	94.0	93.3
Wyre Forest	93.5	93.4

Retained Demand

5.4 A subset of the satisfied demand findings shows how much of Redditch residents' demand for sports halls is retained at sports halls within the Borough. This is known as retained demand. This assessment is based on the catchment area of Redditch's sports halls and residents in the Borough participating at these sports halls.

5.5 **Key finding 10** is that satisfied demand retained within the Borough is 81% in 2021 and 83% in 2040. This shows that the sports halls are well located and have the capacity and appeal to meet most of the demand in the Borough.

Exported Demand

5.6 The residue of satisfied demand, after retained demand, is exported demand. This is based on Borough residents who live within the travel time of a sports hall outside the Borough and use that sports hall.

5.7 The Redditch demand for sports halls that is met outside the Borough is 19% in 2021 and 17% in 2040. The greatest level of exported demand in both years goes to Stratford-upon-Avon, at 749 visits in the weekly peak period in 2021 (58% of all exported demand) and 659 visits in 2040 (57% of all exported demand).

5.8 The destination and scale of the Borough's exported demand is shown spatially in Map **5.1** for 2021 and Map **5.2** for 2040.

Table 5.3: Export Destination of Redditch Satisfied Demand by Run

Export (visits per week peak period)	RUN 1	RUN 2
Local Authority	2021	2040
Redditch	**5,542**	**5,499**
Birmingham South	58	47
Dudley	0	0
Solihull	15	14
Stratford-on-Avon	749	659
Bromsgrove	462	424
Wychavon	4	4
Wyre Forest	2	2

Note: The figures for Redditch are the level of satisfied demand retained within the Borough.

Map 5.1: Export of Redditch Satisfied Demand for Sports Halls Run 1 (2021)

FPM exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

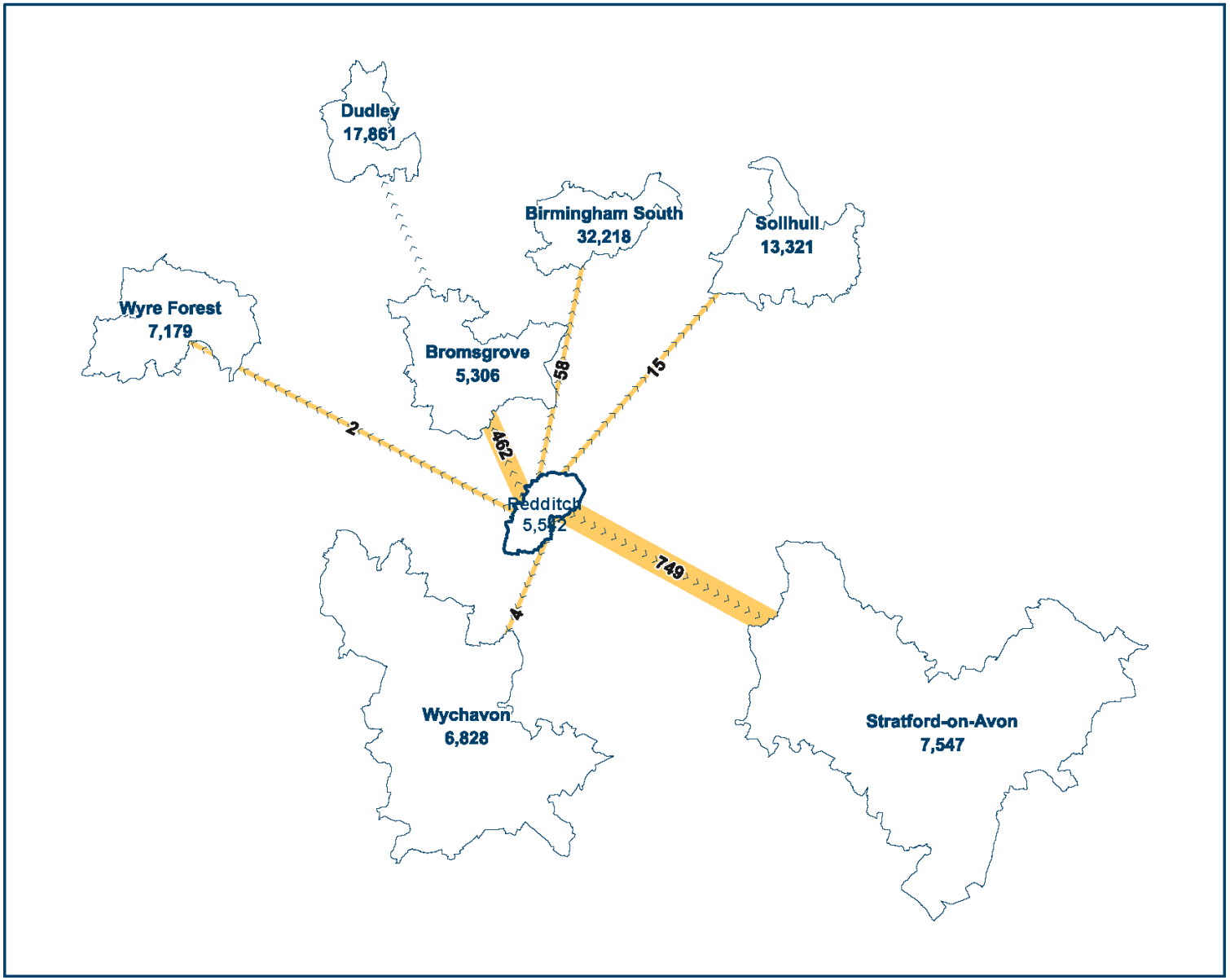
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The amber chevron represents the number of visits that are exported and met in each of the neighbouring local authorities. The figure in the boundaries is the number of visits retained within the authority.



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Map 5.2: Export of Redditch Satisfied Demand for Sports Halls Run 2 (2040)

FPM exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

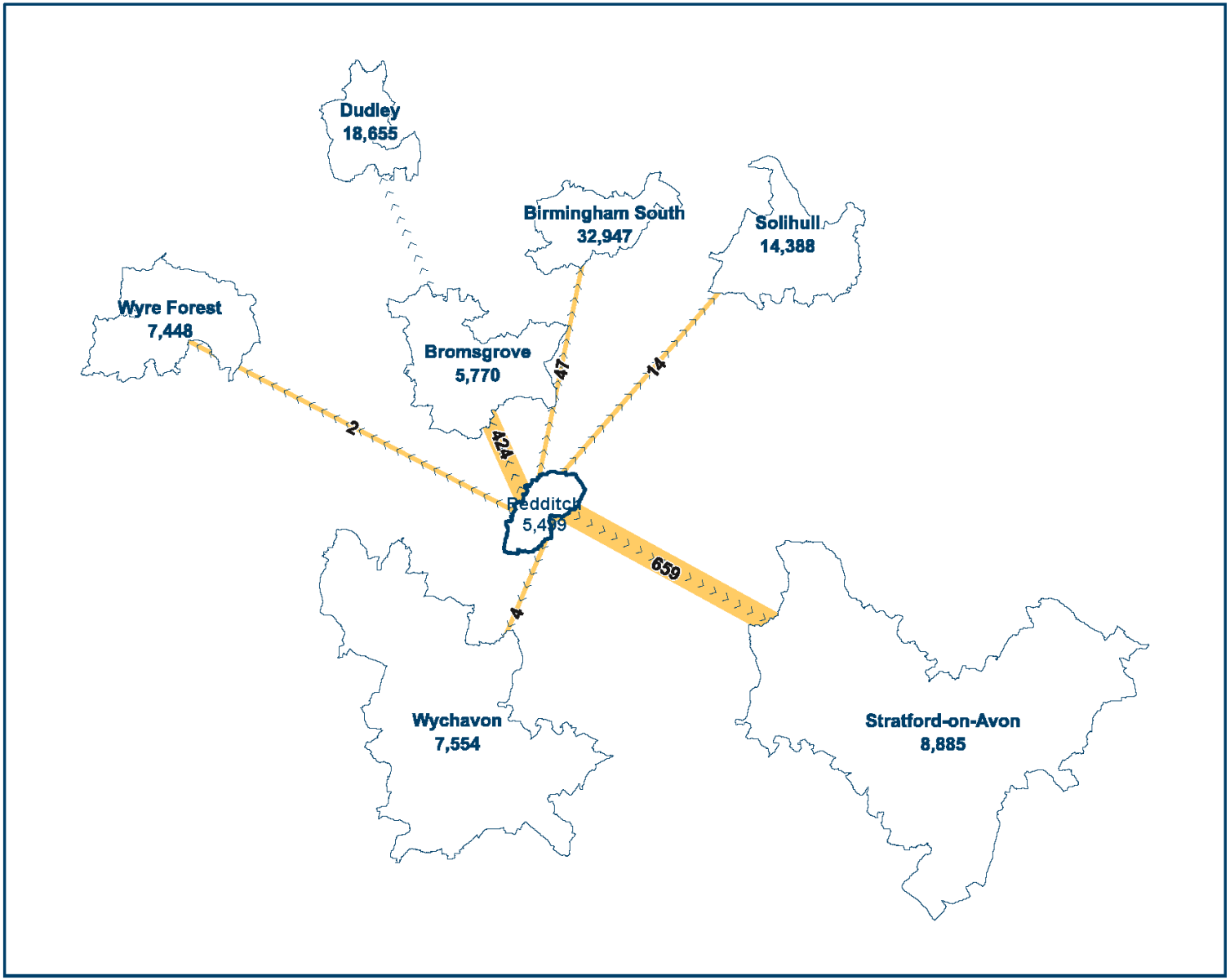
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The amber chevron represents the number of visits that are exported and met in each of the neighbouring local authorities. The figure in the boundaries is the number of visits retained within the authority.



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6 UNMET DEMAND FOR SPORTS HALLS

Key finding 11 is that unmet demand is 5% of demand in both years. This equates to just over one court.

Key finding 12 is that unmet demand located too far away from a sports hall is 99% of unmet demand in both years.

Table 6.1: Unmet Demand for Sports Halls in Redditch by Run

Unmet Demand	RUN 1	RUN 2
Redditch	2021	2040
Number of visits unmet per week in peak period	363	359
Unmet demand as a % of total demand	5.0	5.1
Equivalent in courts with comfort factor	1.2	1.2
% of unmet demand due to:		
Facility too far away:	99.4	98.8
Without access to a car	95.4	94.7
With access to a car	4.1	4.0
Lack of facility capacity:	0.4	1.3
Without access to a car	0.4	1.2
With access to a car	0.0	0.1

Definition of unmet demand – This has two parts: demand for sports halls that cannot be met because:

1. There is too much demand for any particular sports hall within its catchment area and there is a lack of capacity; or
2. The demand is located too far away from any sports hall and is then classified as unmet demand.

6.1 Key finding 11 is that unmet demand is 5% of demand in both years. This equates to just over one court.

For context, 29 courts are available within the Borough for community use in the weekly peak period in both years.

6.2 Key finding 12 is that unmet demand located too far away from a sports hall is 99% of unmet demand in both years.

The findings on used capacity are reviewed in the Used Capacity section.

6.3 Demand too far away from a sports hall will always exist because it is not possible to achieve complete spatial coverage whereby all areas of a local authority are within walking distance of a sports hall and not everyone will want, or is able, to drive the full distance.

6.4 The significant point is that unmet demand from this source is very low.

6.5 The location and scale of unmet demand across Redditch is set out in Map 6.1 for 2040. This is for information rather than assessment given unmet demand is very low.

6.6 Unmet demand in 2040 is highest in the northeast of the Borough in the light-blue square and equates to 0.2 of a court.

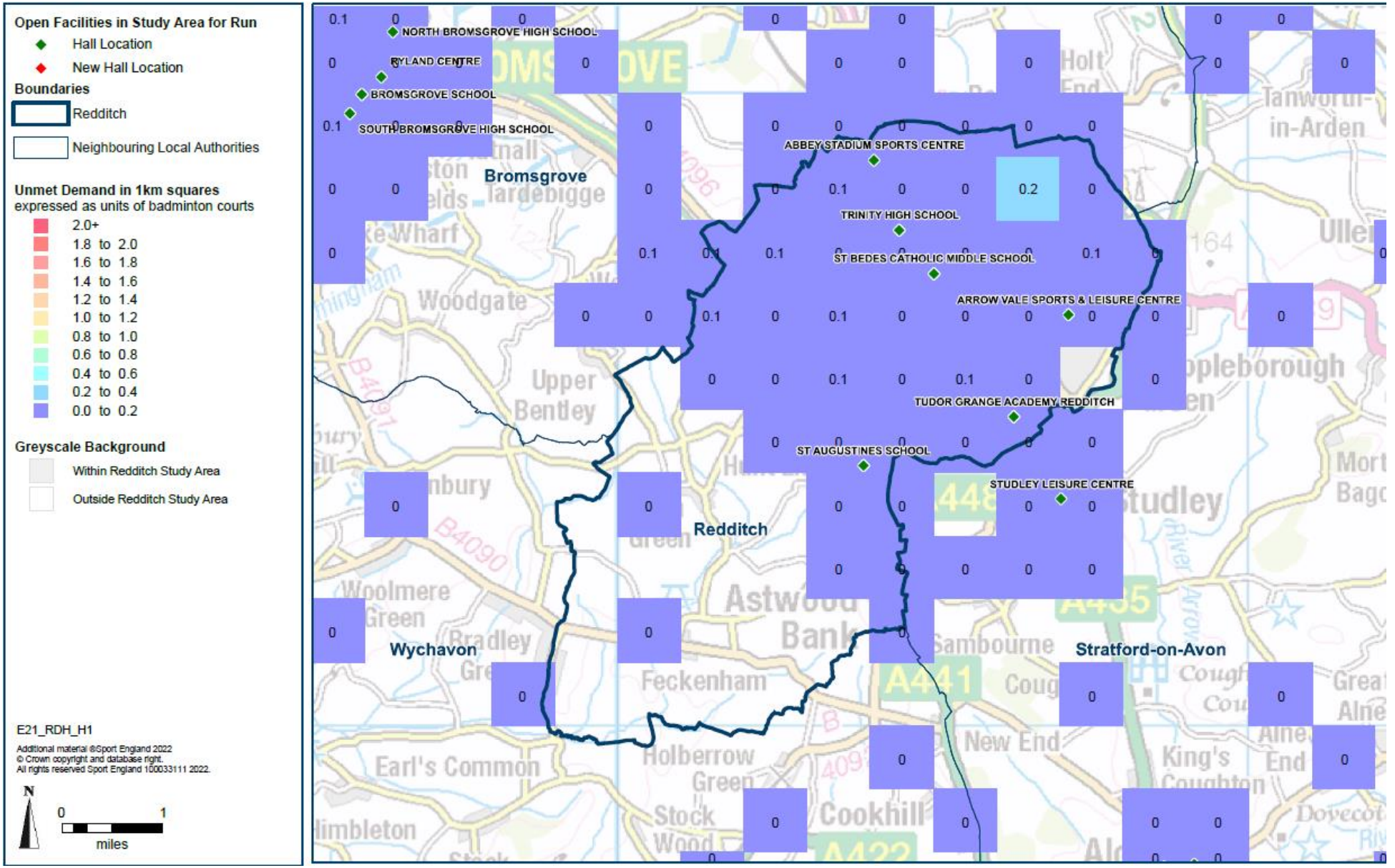
Meeting Unmet Demand

6.7 Analysis of the spread of unmet demand shows the level of unmet demand that would be met by a potential new facility in any given location. This 'reachable unmet demand' is calculated for each one-kilometre grid square (thematically shown in Map 6.2 for 2040).

6.8 In 2040, reachable unmet demand is highest in the north and northeast of the Borough in the squares with a value of 0.8 of a court. Again, this is presented for information rather than assessment given reachable unmet demand is so low.

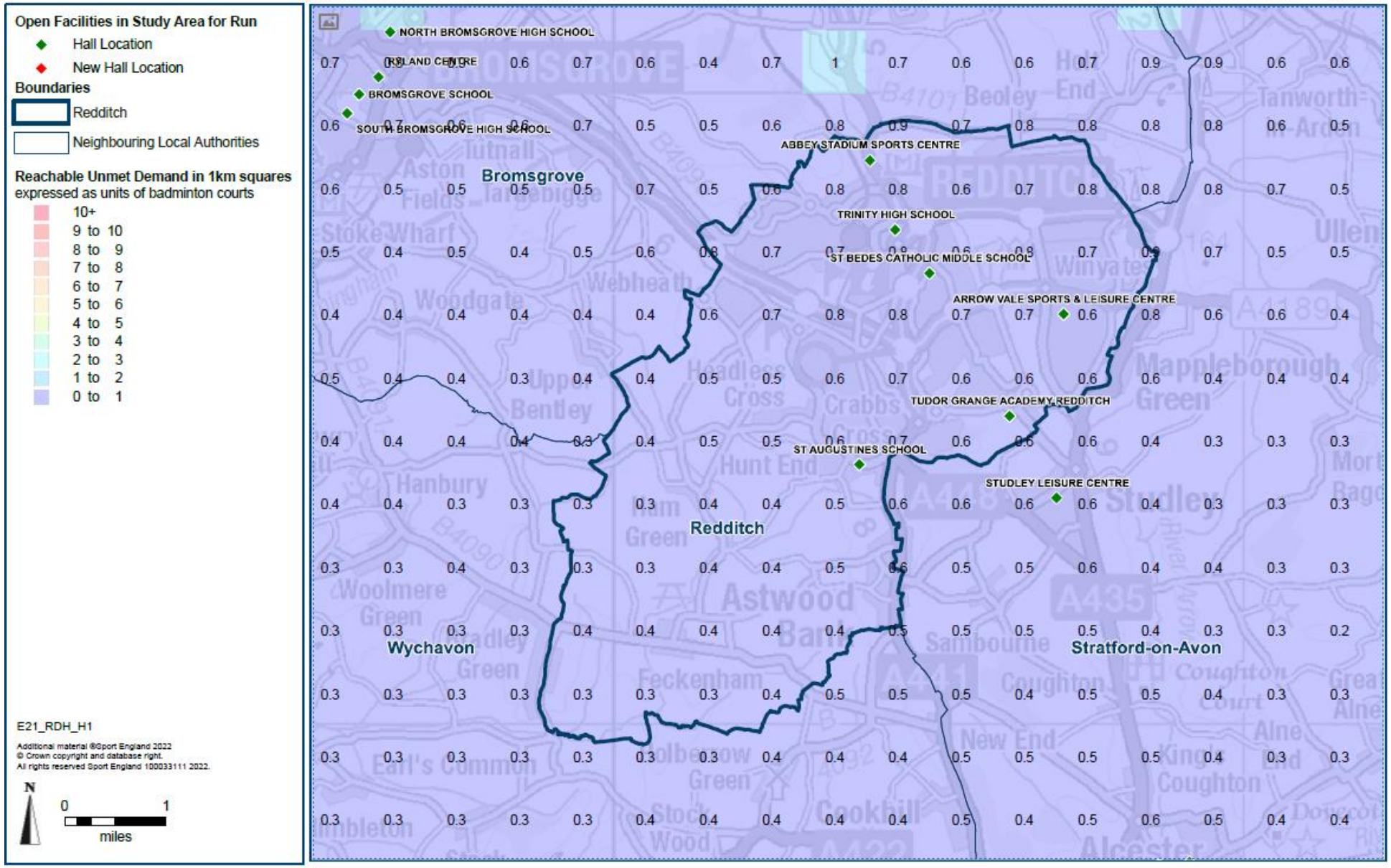
Map 6.1: Unmet Demand for Sports Halls in Redditch 2040 (Run 2)

FPM unmet demand aggregated at 1km square grid level expressed in units of badminton courts and shown thematically (colours).



Map 6.2: Reachable Unmet Demand for Sports Halls in Redditch 2040 (Run 2)

FPM reachable unmet demand aggregated at 1km square grid, shown thematically (colours) and expressed in units of badminton courts.



7 USED CAPACITY OF FACILITIES

Key finding 13 is that the estimated used capacity of the Redditch sports halls in the weekly peak period is 62% in 2021 and 67% in 2040.

Key finding 14 is that Abbey Stadium Sports Centre is estimated to have 87% of capacity used at peak times in 2021 and 100% in 2040.

Key finding 15 is that the highest imported demand is from Bromsgrove, with 423 visits in the weekly peak period in 2021 (40% of all imported demand) and 840 visits in 2040 (52%).

Table 7.1: Used Capacity of Sports Halls in Redditch by Run

Used Capacity	RUN 1	RUN 2
Redditch	2021	2040
Number of visits used of capacity per week in peak period	6,605	7,129
% of overall capacity of halls used	62.1	67.0
Number of visits imported per week in peak period	1,062	1,630
As a % of used capacity	16.1	22.9
Difference between visits imported and exported	-229	479

Definition of used capacity – This is a measure of usage at sports halls and estimates how well used or how full facilities are. The FPM is designed to include a 'comfort factor', beyond which the venues are too full. When the venues are too full, the time taken to change the sports hall programme and equipment starts to impinge on the activity time itself and the changing and circulation areas become congested. In the model, Sport England assumes that usage above 80% of capacity is busy and the sports hall is operating at an uncomfortable level.

7.1 Key finding 13 is that the overall estimated used capacity of the Redditch sports halls is 62% in the weekly peak period in 2021 and 67% in 2040. Estimated used capacity increases in 2040 because more demand is imported into the Borough and met at the Redditch sports halls.

7.2 Key finding 14 is that Abbey Stadium Sports Centre is estimated to have 87% of capacity used at peak times in 2021 and 100% in 2040.

7.3 There are several ways to account for the variation in estimated used capacity for sports halls. Often it is difficult to identify which of these reasons apply because several could be interacting simultaneously, but variation is generally caused by any of the following factors (more detail is provided in the subsequent paragraphs):

- Type of site operator (public/educational).
- Sports hall opening hours and offer.
- Level of demand within the travel-time limit from the site and reachable from other halls.

- Age of the hall and its 'attractiveness' weighting.
- Imported demand.

Table 7.2: Used Capacity of Redditch Sports Halls by Run

% Used Capacity	RUN 1	RUN 2
Individual Sites	2021	2040
Abbey Stadium Sports Centre	87	100
Arrow Vale Sports & Leisure Centre	63	68
St Augustine's School	42	44
St Bede's Catholic Middle School	77	79
Trinity High School	84	92
Tudor Grange Academy Redditch	39	41

7.4 Public leisure centres typically have higher utilisation because of their 'draw effect' for the following reasons:

- They have the highest accessibility for both sports club and public use because they are available for daytime use, which is not possible at educational venues during term time.
- The operators actively promote hall sports and physical activity participation, with a programme of use that reflects the activities customers wish to participate in and when they wish to participate.

7.5 Access to sports halls for community use will be determined by the policy of each educational provider. Some schools and colleges actively promote community use. At some venues there is little differentiation between educational and wider community use, with community access based on a membership system (classed as commercial). Other educational venues let their sports halls to sports clubs or community groups on a termly basis, or for shorter periods.

7.6 The estimated used capacity of the educational sports hall sites in the weekly peak period varies from 39% at Tudor Grange Academy in 2021 and 41% in 2040, to 84% at Trinity High School in 2021 and 92% in 2040.

7.7 Where sports halls are located close to each other, the demand for these sites is shared between the venues, which contributes to the level of used capacity at each. Abbey Stadium Sports Centre, Trinity High School and St Bede's Catholic Middle School are situated close to each other. Walking coverage from these sites overlaps (see Map **4.1**).

7.8 The quality and range of the offer, together with the age and condition of a sports hall, are considered. These features are of increasing importance to customers and affect participation levels. Desirable features include a modern sports hall with a sprung timber floor, good quality lighting, modern changing rooms, and other on-site facilities such as a

studio and/or a gym. Residents may travel further to use a sports hall with this all-round offer rather than participate at the sports hall closest to where they live.

7.9 All the sports halls in the model are weighted to reflect their age, condition and whether they have been modernised. This is to assess their comparative attractiveness to customers. St Augustine's School, opened in 1970, is the oldest sports halls site in the Borough and has not been modernised. The school has the second-lowest estimated used capacity of 42% in the weekly peak period in 2021 and 44% in 2040.

7.10 The findings on the impact of imported demand on used capacity are set out under Imported Demand.

Imported Demand

7.11 Imported demand is set out under Used Capacity. If residents in neighbouring authorities participate at a site in the Borough, their usage becomes part of the used capacity of the Borough's sports halls.

7.12 Key finding 15 is that the highest imported demand is from Bromsgrove, with 423 visits in the weekly peak period in 2021 (40% of all imported demand) and 840 visits in 2040 (52% of all imported demand).

7.13 The increase in 2040 is most likely because of demand from the new housing sites in Bromsgrove on the boundary with Redditch, which are close to three sports hall sites in the Borough (see Map 3.1).

Table 7.3: Import Origin of Visits to Sports Halls in Redditch by Run

Import (visits per week peak period)	RUN 1	RUN 2
Local Authority	2021	2040
Redditch	**5,542**	**5,499**
Birmingham South	122	157
Dudley	0	0
Solihull	49	58
Stratford-on-Avon	367	452
Bromsgrove	423	840
Wychavon	95	116
Wyre Forest	0	0

Note: The figures for Redditch represent the used capacity of the Borough's halls by its residents.

7.14 The levels of imported demand from each neighbouring local authority are shown spatially in Map 7.1 for Run 1 and Map 7.2 for Run 2.

Import/Export Balance

7.15 In 2021, Redditch is a net exporter of demand for sports halls, exporting 229 visits in the weekly peak period. The Borough is a net importer in 2040, importing 479 visits in the weekly peak period.

For context, the capacity of a four-court hall is 1,472 visits in the weekly peak period.

Map 7.1: Imported Demand Visits per Week Peak Period Run 1 (2021)

FPM imported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

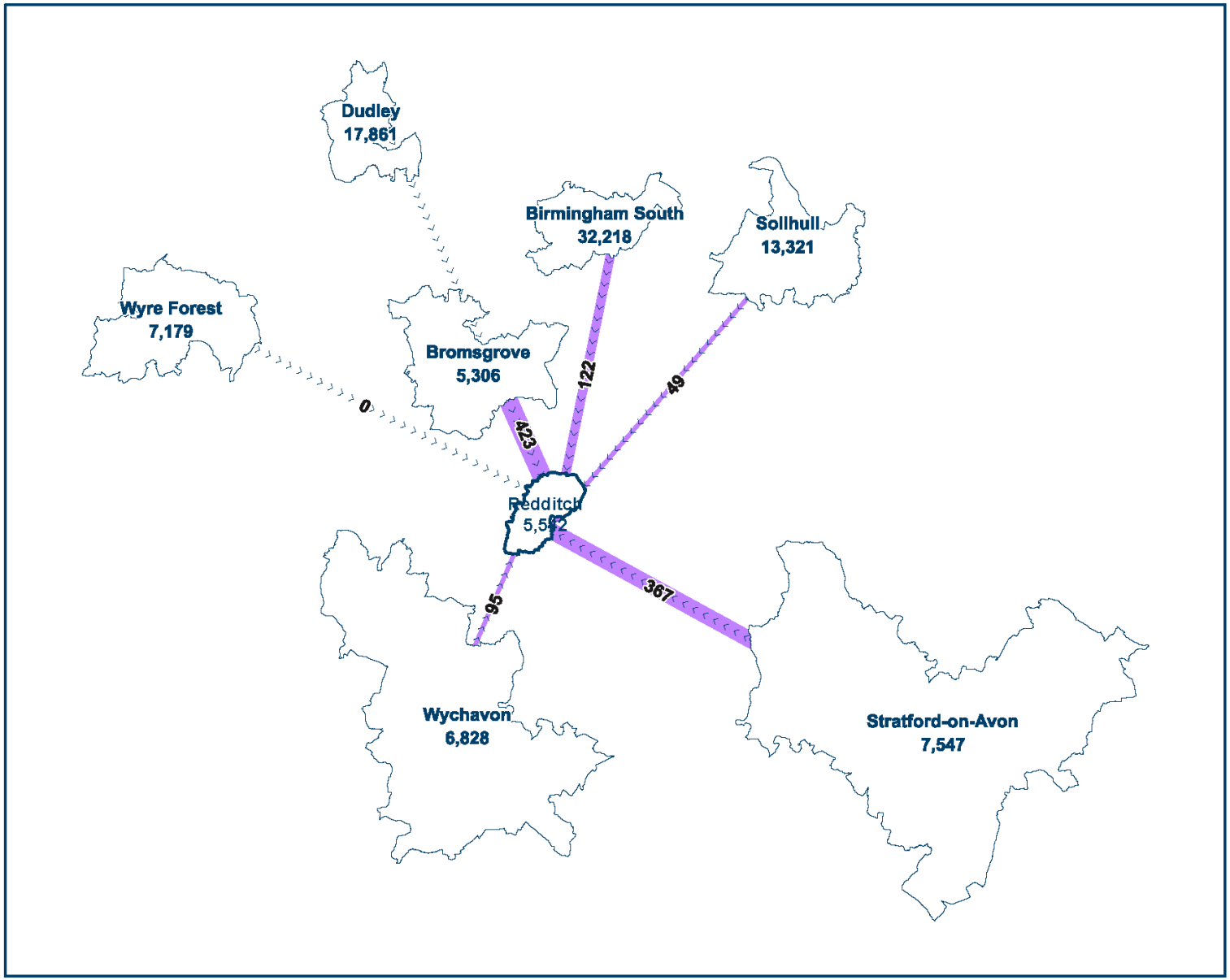
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The figure within the purple chevron shows the number of visits imported from the neighbouring local authorities. The figure within the boundaries is the capacity used by the local authority's residents.



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Map 7.2: Imported Demand Visits per Week Peak Period Run 2 (2040)

FPM imported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

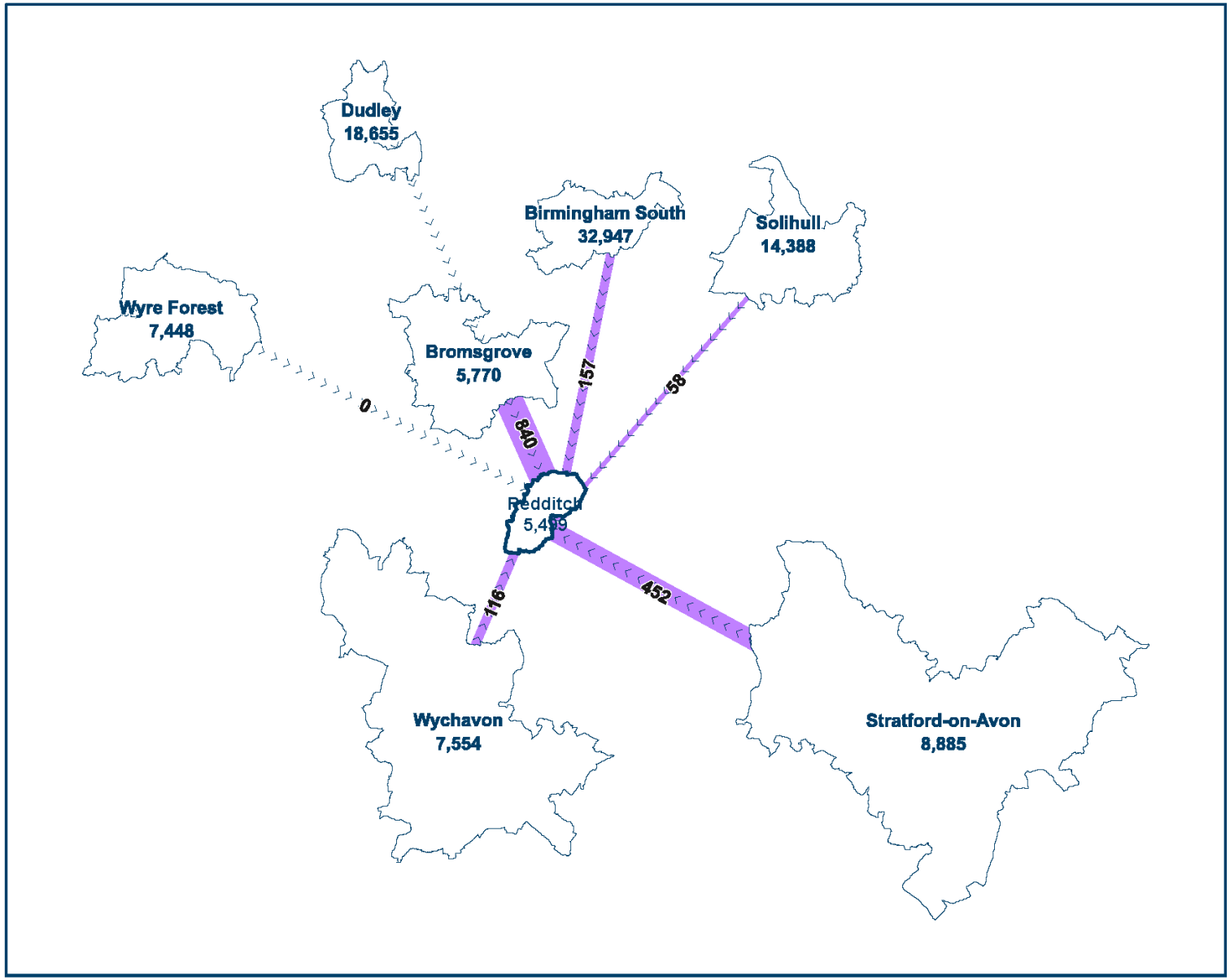
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The figure within the purple chevron shows the number of visits imported from the neighbouring local authorities. The figure within the boundaries is the capacity used by the local authority's residents.



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8 LOCAL SHARE OF FACILITIES

Table 8.1: Local Share of Sports Halls in Redditch by Run

Local Share	RUN 1	RUN 2
Redditch	2021	2040
Local Share: <1 supply less than demand, >1 supply greater than demand	0.69	0.64

Definition of local share – This helps show which areas have a better or worse share of facility provision. It considers the size, availability, and quality of facilities, and travel modes. Local share is useful for looking at 'equity' of provision. Local share is the available capacity at the locations that people want to visit in an area, divided by the demand for that capacity in the area. Local share decreases as facilities age.

8.1 Local share shows how access and share of sports halls differs across the local authority area, as follows:

- A value of 1 means that the level of supply just matches demand.
- A value of less than 1 indicates a shortage of supply.
- A value greater than 1 indicates a surplus.

8.2 The intervention is to try and increase access to sports halls in areas where residents have the lowest share of sports halls.

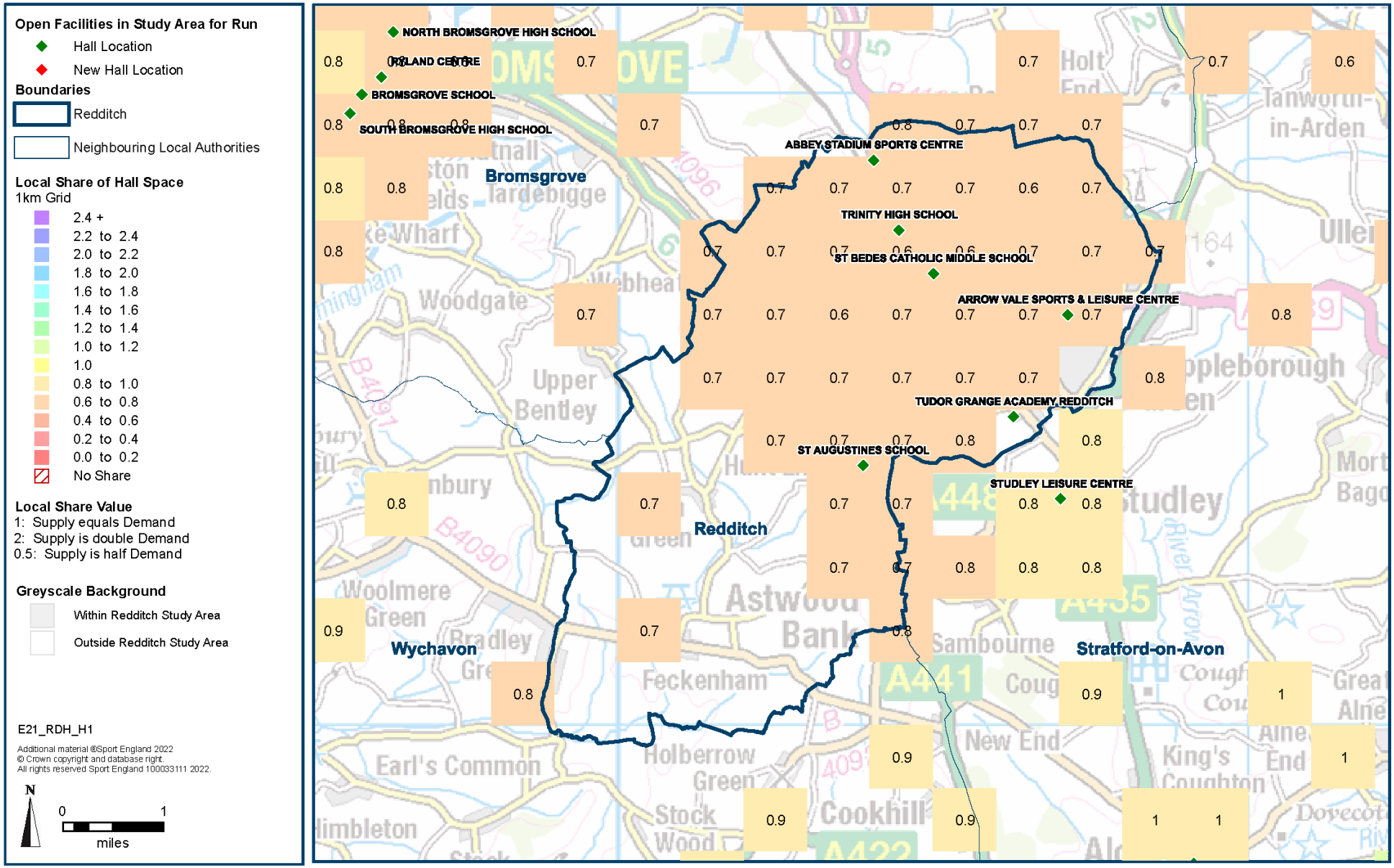
8.3 The Borough's local share is 0.69 in 2021 and decreases to 0.64 in 2040. While there is a slight decrease in demand for sports halls and there is no change in supply of sports halls to 2040, the supply becomes older.

Geographical Distribution of Local Share

8.4 There is no variation in the distribution of local share within the Borough in 2021 (see Map 8.1). In 2040, local share is slightly lower in the north of the Borough in the areas with the darker-peach squares and value of 0.4–0.6 (see Map 8.2).

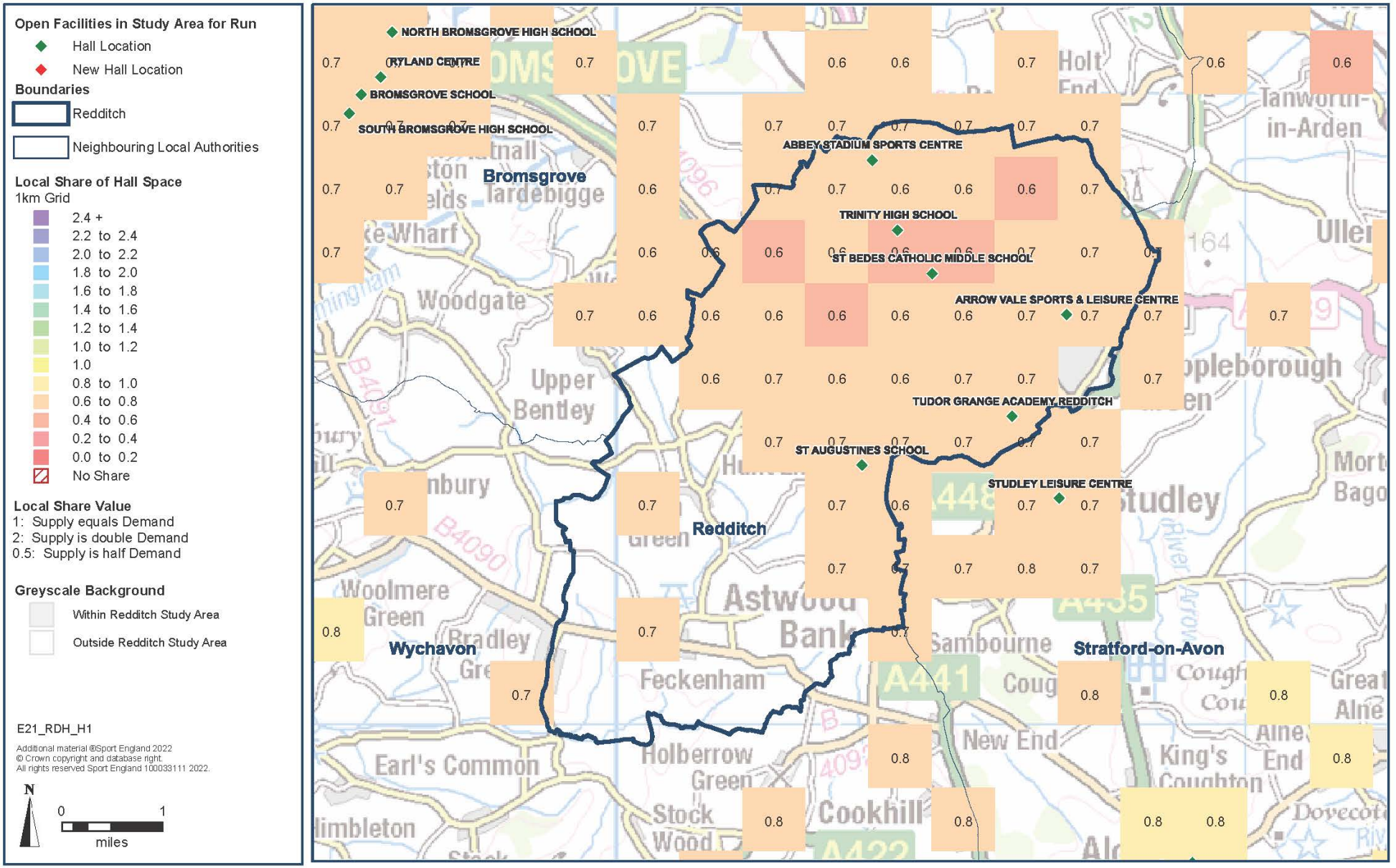
Map 8.1: Local Share of Sports Halls in Redditch Run 1 (2021)

FPM share of badminton courts divided by demand aggregated at 1km square and shown thematically (colours).



Map 8.2: Local Share of Sports Halls in Redditch Run 2 (2040)

FPM share of badminton courts divided by demand aggregated at 1km square and shown thematically (colours).



Comparative Measure of Provision

8.5 A comparative measure of sports hall provision is the number of badminton court equivalents per 10,000 population. Redditch has 4.4 courts per 10,000 population in both 2021 and 2040.

8.6 Four neighbouring local authorities have a lower provision in both years. Wychavon has the lowest, with 2.6 courts per 10,000 population in 2021 and 2.2 courts in 2040.

8.7 Three authorities have a higher provision. Bromsgrove has the highest provision, with 5.6 courts per 10,000 population in 2021 and 5.0 courts in 2040.

8.8 Redditch's provision is higher than the regional and national averages in both years.

Table 8.2: Badminton Courts per 10,000 Population by Area by Run

Courts per 10,000 population	RUN 1	RUN 2
Local Authority	2021	2040
Redditch	**4.4**	**4.4**
Birmingham South	2.9	2.7
Dudley	3.2	2.9
Solihull	5.0	4.5
Stratford-on-Avon	4.7	3.9
Bromsgrove	5.6	5.0
Wychavon	2.6	2.2
Wyre Forest	4.0	3.7
WEST MIDLANDS TOTAL	3.9	3.6
ENGLAND TOTAL	4.0	3.7

8.9 The findings on badminton court equivalents per 10,000 population are set out because some local authorities like to compare their quantitative provision with that elsewhere; however, this does not set a standard of provision and should not be used as such.

8.10 The supply demand assessment and evidence base for sports halls in the Borough is based on the findings from the previous seven headings analysed in this report.

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APPENDIX 1: SPORTS HALLS IN THE NEIGHBOURING AUTHORITIES INCLUDED IN THE ASSESSMENT

Site	Operation	Facility Type	Dimensions (m)	Area (sqm)	Year Built	Year Refurb
Birmingham South						
Archbishop Ilsley Catholic School	Edu.	4-court	35 x 20	690	1950	2005
Archbishop Ilsley Catholic School		Activity	17 x 9	153		
Ark Kings Academy	Edu.	4-court	33 x 18	594	1985	2003
Ark Kings Academy		Activity	22 x 12	258		
Bartley Green Community Leisure Centre	Public	4-court	35 x 20	690	1982	2003
Bartley Green Community Leisure Centre		Activity	17 x 9	153		
Billesley Indoor Tennis Centre	Public	4-court	35 x 20	690	2016	
Bishop Challoner Sports Centre	Edu.	4-court	35 x 20	690	2004	2013
Chamberlain Health And Fitness Centre	Edu.	6-court	34 x 27	918	2008	
Cocks Moors Woods Leisure Centre	Public	4-court	35 x 20	690	1987	2004
Colmers School	Public	4-court	33 x 18	594	1988	2007
Colmers School		Activity	18 x 10	180		
Colmers School		Activity	18 x 10	180		
Four Dwellings Academy	Public	4-court	33 x 18	594	1985	2012
Four Dwellings Academy		Activity	18 x 10	180		
Hillcrest School	Edu.	4-court	33 x 18	594	1979	2006
Kfit Gym & Fitness	Edu.	3-court	35 x 20	690	2001	
King Edward Vi Balaam Wood Academy	Edu.	4-court	35 x 20	690	1981	2006
King Edward Vi Balaam Wood Academy		Activity	18 x 10	180		
King Edward Vi Camp Hill School For Girls	Edu.	6-court	35 x 27	932	2006	
King Edward Vi Five Ways School	Edu.	4-court	35 x 20	690	1997	
King Edward Vi High School For Girls	Edu.	4-court	35 x 20	690	1989	
King Edward Vi Sheldon Heath Academy	Edu.	4-court	33 x 18	594	2013	
King Edward's School	Edu.	4-court	35 x 20	690	2019	
King Edward's School		-court	33 x 18	594		
Kings Heath Boys School	Edu.	4-court	35 x 20	690	2015	
Lordswood Boys School	Edu.	4-court	33 x 18	594	2019	
Moseley School Health And Fitness Centre	Edu.	4-court	33 x 18	594	2014	
Moseley School Health And Fitness Centre		-court	33 x 18	594		
Moseley School Health And Fitness Centre		Activity	18 x 10	180		
Newman University Sports Centre	Edu.	4-court	37 x 18	666	1970	2006
Newman University Sports Centre		Activity	18 x 10	180		
Queensbridge School	Edu.	3-court	27 x 18	486	1954	2013
Selly Park Girls School	Edu.	4-court	35 x 20	700	2006	
Selly Park Girls School		Activity	17 x 9	153		
Stechford Leisure Centre	Public	4-court	35 x 20	690	2018	
The Blue Coat School	Edu.	4-court	33 x 18	594	1997	
The Factory Young People's Centre	Public	4-court	33 x 18	594	2012	
Turves Green Boys School	Edu.	4-court	33 x 18	594	2006	
University Of Birmingham Sport & Fitness	Edu.	12-court	60 x 35	2,070	2017	
University Of Birmingham Sport & Fitness		Activity	18 x 17	306		
Urban Fitness (ECW) Bournville College	Public	4-court	35 x 20	690	2011	
YMCA (Birmingham)	Public	4-court	33 x 18	594	1964	2002

Dudley						
Bishop Milner Catholic College	Edu.	4-court	33 x 18	594	2015	
Coseley Leisure Centre	Edu.	4-court	35 x 20	690	1980	2009
Crystal Leisure Centre	Public	8-court	40 x 35	1,380	1990	2009
David Lloyd Club (Dudley)	Commercial	4-court	33 x 18	594	2001	
Dudley College (Tower Street)	Edu.	6-court	31 x 30	918	2012	
Dudley Leisure Centre	Public	4-court	33 x 18	594	1978	
Halesowen College School	Edu.	4-court	33 x 18	594	2003	
Hillcrest School & Community College	Public	4-court	33 x 18	594	1994	
Hillcrest School & Community College		Activity	17 x 9	153		
Leasowes Sport Centre	Edu.	6-court	35 x 27	932	1974	1994
Leasowes Sport Centre		Activity	18 x 10	180		
Redhill School	Public	4-court	35 x 20	690	1981	2017
Redhill School		Activity	18 x 10	180		
Ridgewood High School	Edu.	4-court	35 x 20	690	1952	2005
Ridgewood High School		Activity	18 x 10	180		
St James Academy	Edu.	4-court	33 x 18	594	2003	
St James Academy		Activity	21 x 13	273		
Summerhill School	Public	3-court	27 x 18	486	2003	
The Crestwood School	Edu.	4-court	35 x 20	690	2004	
The Crestwood School		Activity	18 x 10	180		
The Dormston Centre	Public	4-court	35 x 18	630	2000	2004
The Ellowes Hall Sports College	Edu.	8-court	37 x 34	1,258	2011	
The Ellowes Hall Sports College		Activity	22 x 11	242		
Thorns Leisure Centre/Collegiate Academy	Edu.	8-court	37 x 32	1,168	1983	
Thorns Leisure Centre/Collegiate Academy		Activity	17 x 9	153		
Solihull						
Alderbrook School	Edu.	4-court	33 x 18	594	2006	
Alderbrook School		Activity	18 x 10	180		
Arden Academy	Edu.	4-court	35 x 20	690	1996	2004
Arden Academy		Activity	18 x 10	180		
Arden Academy		Activity	17 x 9	153		
Grace Academy Solihull	Edu.	4-court	35 x 20	690	2005	
Grace Academy Solihull		Activity	17 x 9	153		
Heart Of England School	Edu.	4-court	35 x 20	690	1977	1999
Heart Of England School		Activity	18 x 10	180		
John Henry Newman Catholic College	Edu.	4-court	35 x 20	690	1971	2010
John Henry Newman Catholic College		Activity	18 x 10	180		
Langley School	Edu.	4-court	33 x 18	594	1995	2007
Langley School		Activity	18 x 10	180		
Light Hall School	Edu.	4-court	35 x 20	690	1960	2019
Light Hall School		Activity	18 x 17	306		
Lode Heath School	Edu.	4-court	35 x 20	690	1980	
Lode Heath School		Activity	18 x 10	180		
Lyndon School	Edu.	4-court	33 x 18	594	1985	2007
Lyndon School		Activity	18 x 10	180		
North Solihull Sports Centre	Public	5-court	33 x 26	858	1998	
Park Hall Academy	Public	4-court	35 x 20	690	2008	
Smiths Wood Academy	Public	4-court	35 x 20	690	2008	
Solihull School	Edu.	4-court	35 x 20	690	1970	2008

Solihull Sixth Form College	Edu.	4-court	35 x 20	690	1974	2004
St Peters Catholic School	Edu.	4-court	35 x 20	690	1961	1994
St Peters Catholic School		Activity	18 x 10	180		
St Peters Catholic School		Activity	18 x 10	180		
Tudor Grange Academy Kingshurst	Edu.	4-court	33 x 18	594	1988	
Tudor Grange Academy Kingshurst		Activity	18 x 10	180		
Tudor Grange Academy Solihull	Edu.	4-court	33 x 18	594	1956	2003
Tudor Grange Academy Solihull		Activity	20 x 16	320		
Tudor Grange Leisure Centre	Public	4-court	35 x 20	690	2008	
Stratford-on-Avon						
Alcester Grammar School	Edu.	4-court	35 x 20	690	2005	
Kineton High School	Edu.	4-court	35 x 20	690	1980	
Kineton High School		-court	27 x 18	486		
King Edward VI School	Edu.	4-court	33 x 18	594	1997	
King Edward VI School		Activity	18 x 10	180		
Meon Vale Leisure Centre	Commercial	4-court	33 x 18	594	2014	
Southam College	Edu.	4-court	33 x 18	594	1960	2000
Southam College		-court	33 x 18	594		
Southam College		Activity	18 x 10	180		
Stratford Girls' Grammar School	Edu.	4-court	35 x 20	690	2015	
Stratford Leisure Centre	Public	8-court	40 x 35	1,380	1975	2015
Stratford Upon Avon School Community SC	Edu.	4-court	35 x 20	690	2002	
Stratford Upon Avon School Community SC		Activity	17 x 9	153		
Studley Leisure Centre	Public	4-court	35 x 20	690	2002	
The Greig	Public	3-court	30 x 18	540	1958	2020
Warwickshire College (Moreton Morrell Campus)	Edu.	4-court	35 x 20	690	2017	
Wasps Training Ground	Edu.	4-court	33 x 18	594	2009	
Bromsgrove						
Bromsgrove School	Edu.	8-court	37 x 33	1,221	2012	
Bromsgrove School		-court	33 x 20	660		
Bromsgrove School		-court	35 x 20	690		
Hagley Catholic High School	Edu.	4-court	33 x 18	594	2008	
Hagley Catholic High School		Activity	20 x 14	280		
Haybridge Sports Centre	Edu.	4-court	34 x 18	612	1999	
Haybridge Sports Centre		Activity	18 x 12	216		
North Bromsgrove High School	Public	4-court	33 x 18	594	2007	
Ryland Centre	Public	4-court	35 x 20	690	1967	2010
South Bromsgrove High School	Public	4-court	33 x 18	594	1950	2007
South Bromsgrove High School		Activity	17 x 9	153		
Waseley Hills High School	Edu.	4-court	34 x 19	646	1950	2010
Waseley Hills High School		Activity	18 x 10	180		
Woodrush Community Hub & Sports Centre	Edu.	4-court	33 x 18	594	1996	2008
Woodrush Community Hub & Sports Centre		Activity	18 x 10	180		
Wychavon						
Droitwich Spa High School	Public	4-court	33 x 18	594	1975	2004
Droitwich Spa High School		Activity	18 x 10	180		
Droitwich Spa High School		Activity	18 x 10	180		
Droitwich Spa Leisure Centre	Public	4-court	32 x 18	576	1985	2005
Evesham Leisure Centre	Public	4-court	33 x 18	594	2009	

Pershore High School	Edu.	4-court	35 x 20	690	1960	1999
Pershore High School		Activity	18 x 10	180		
Pershore Leisure Centre	Public	3-court	27 x 18	486	2002	
Prince Henry's Sports Hall / Worcestershire Cricket Centre	Edu.	4-court	33 x 18	594	1997	
Prince Henry's Sports Hall / Worcestershire Cricket Centre		Activity	17 x 9	153		
Wallace House Community Centre	Public	3-court	27 x 18	486	1969	
Wyre Forest						
Baxter Business & Enterprise College	Edu.	4-court	35 x 20	690	2007	
Baxter Business & Enterprise College		Activity	18 x 10	180		
Bewdley Leisure Centre	Edu.	3-court	27 x 18	486	1990	2003
Heathfield Knoll School	Edu.	3-court	27 x 18	486	1970	2005
Kidderminster And District Youth House	Public	4-court	33 x 18	594	1970	2015
King Charles I School	Edu.	4-court	33 x 18	594	1978	2006
King Charles I School		Activity	17 x 9	153		
King Charles I School		Activity	17 x 9	153		
Winterfold House School	Edu.	4-court	33 x 18	594	2000	2006
Wolverley CofE Secondary School	Edu.	4-court	35 x 20	690	1960	
Wolverley CofE Secondary School		Activity	18 x 10	180		
Wyre Forest Leisure Centre	Public	6-court	35 x 27	932	2016	

APPENDIX 2: MAPS

Sports Halls Coverage Run 1

Sports Halls Coverage Run 2

Demand Run 1

Demand Run 2

Unmet Demand Run 1

Unmet Demand Run 2

Reachable Unmet Demand Run 1

Reachable Unmet Demand Run 2

Local Share Run 1

Local Share Run 2

Import/Export Run 1

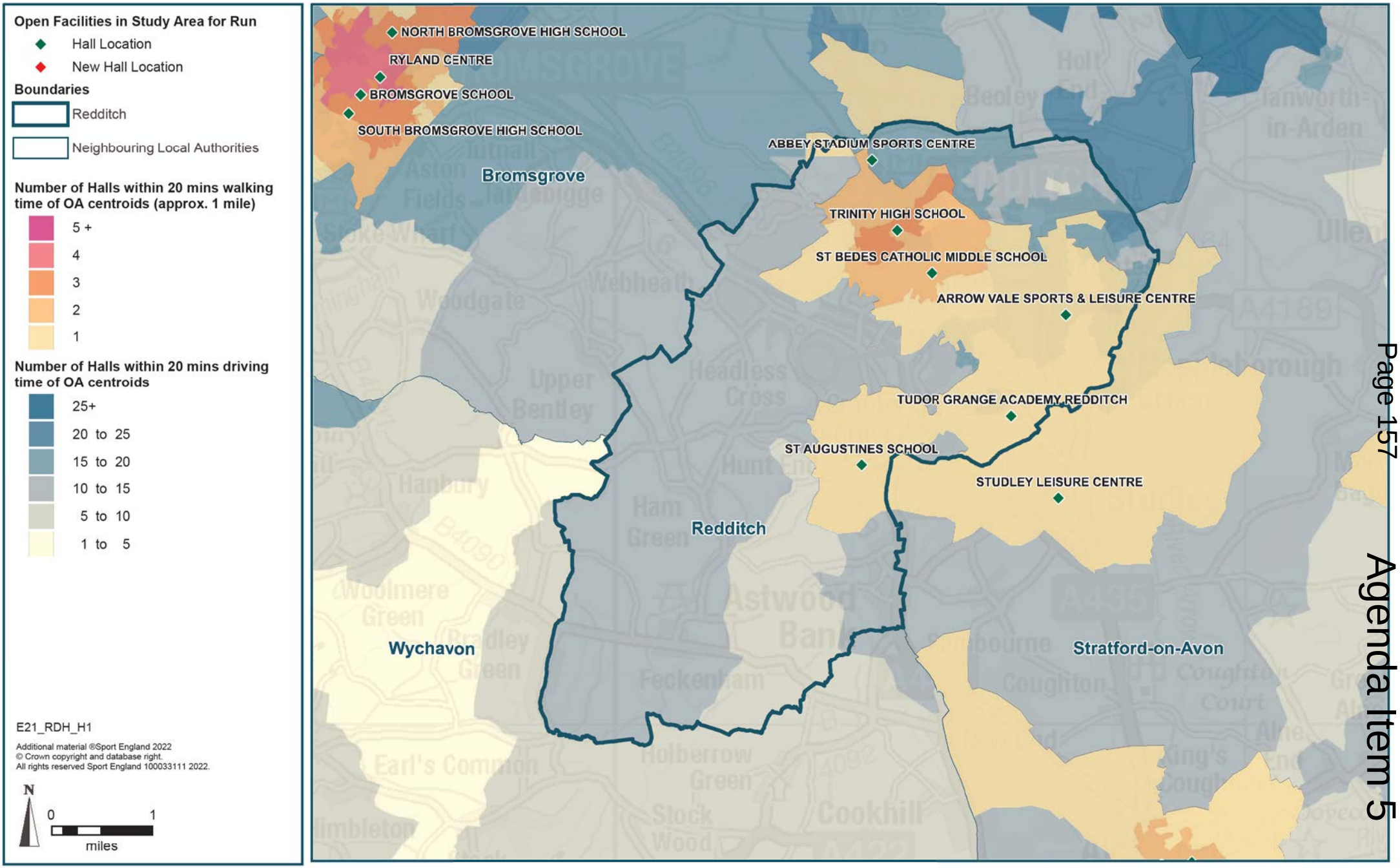
Import/Export Run 2

SPORT ENGLAND

Facility Planning Model - Halls Coverage for Redditch

Run 1: Existing Position - Year 2021

Catchments shown thematically (colours) at output area (OA) level expressed as the number of Halls within 20 minutes travel time of output area centroid.

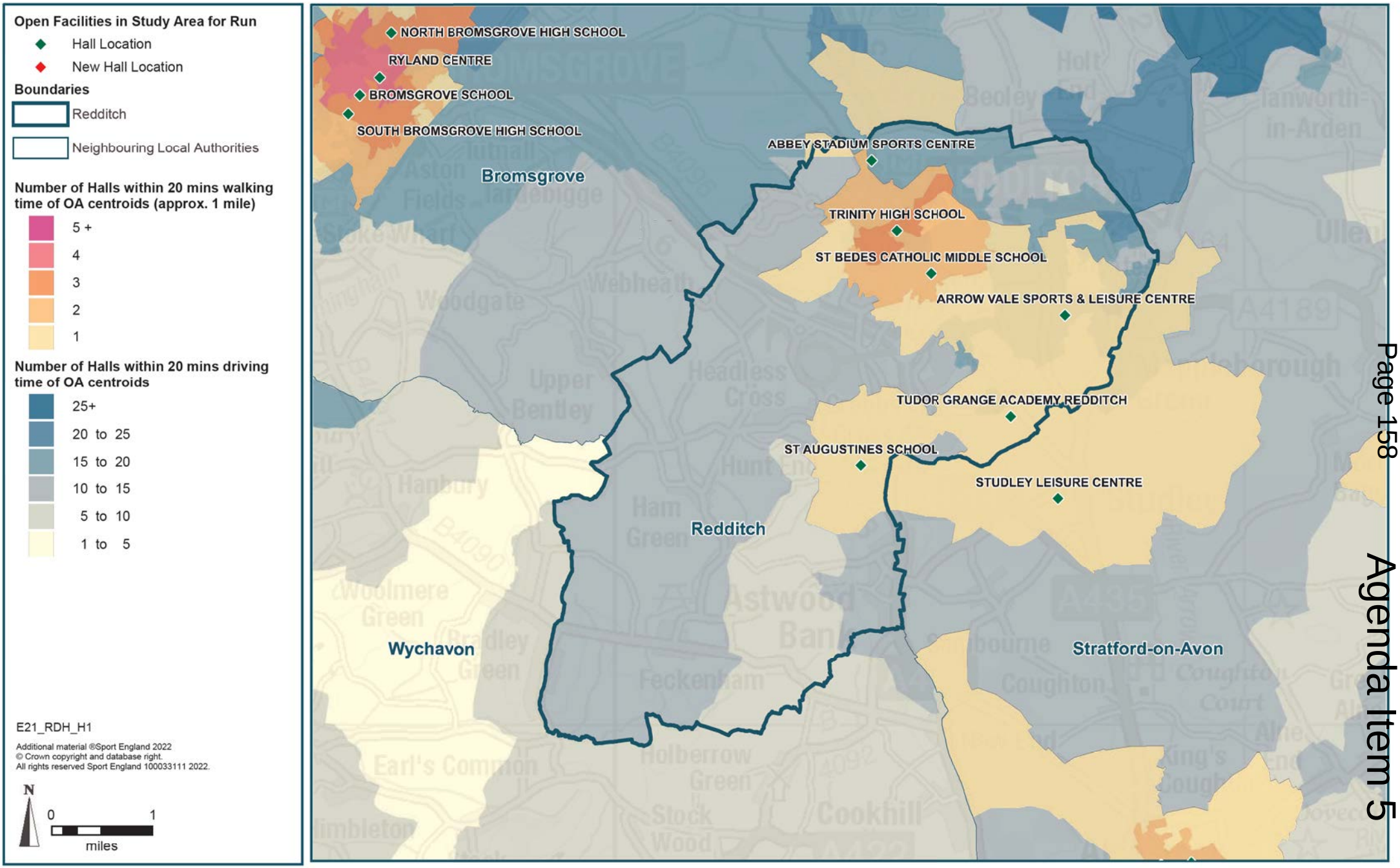


SPORT ENGLAND

Facility Planning Model - Halls Coverage for Redditch

Run 2: Existing Provision - Year 2040

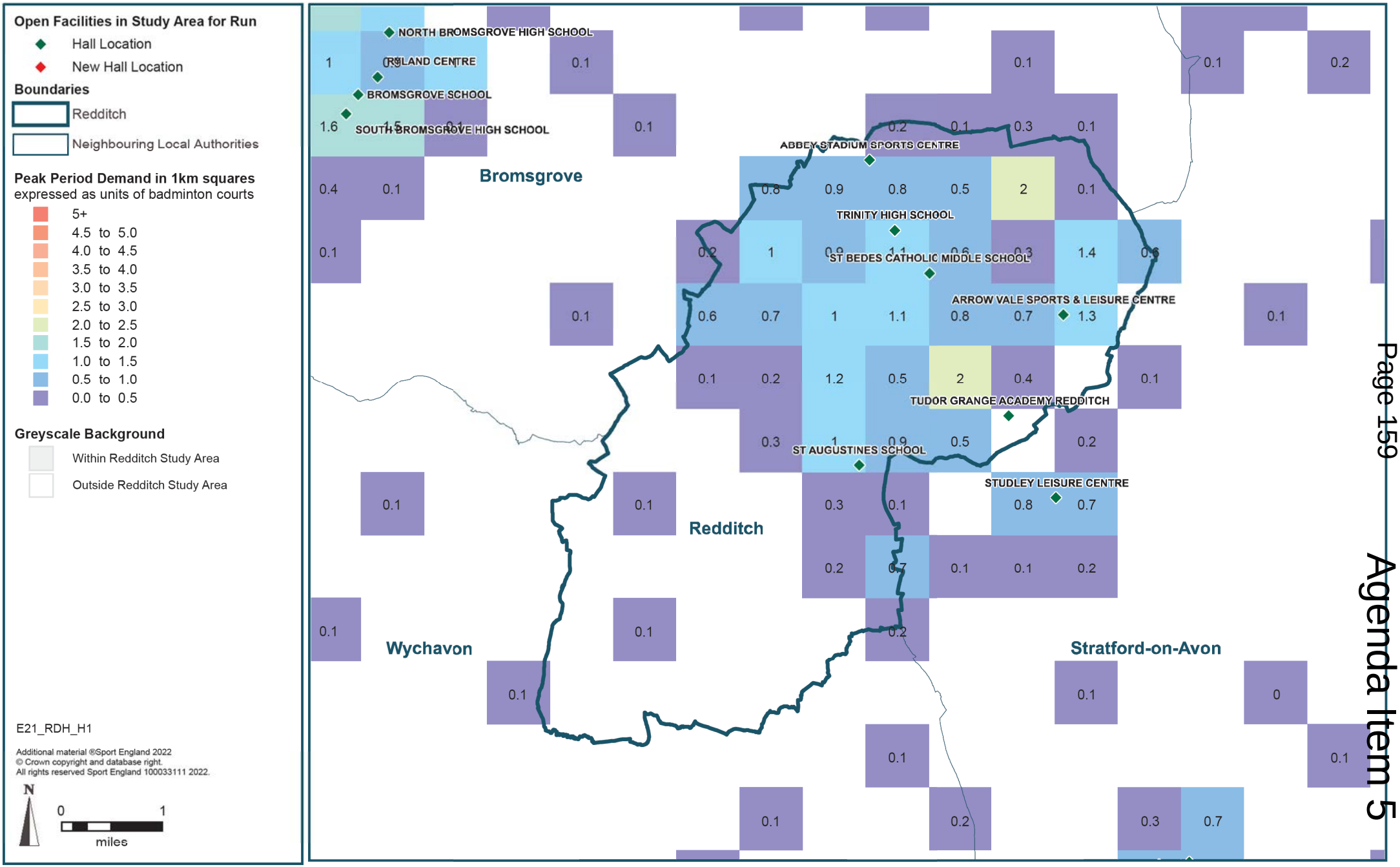
Catchments shown thematically (colours) at output area (OA) level expressed as the number of Halls within 20 minutes travel time of output area centroid.



Facility Planning Model - Halls Demand for Redditch

Run 1: Existing Position - Year 2021

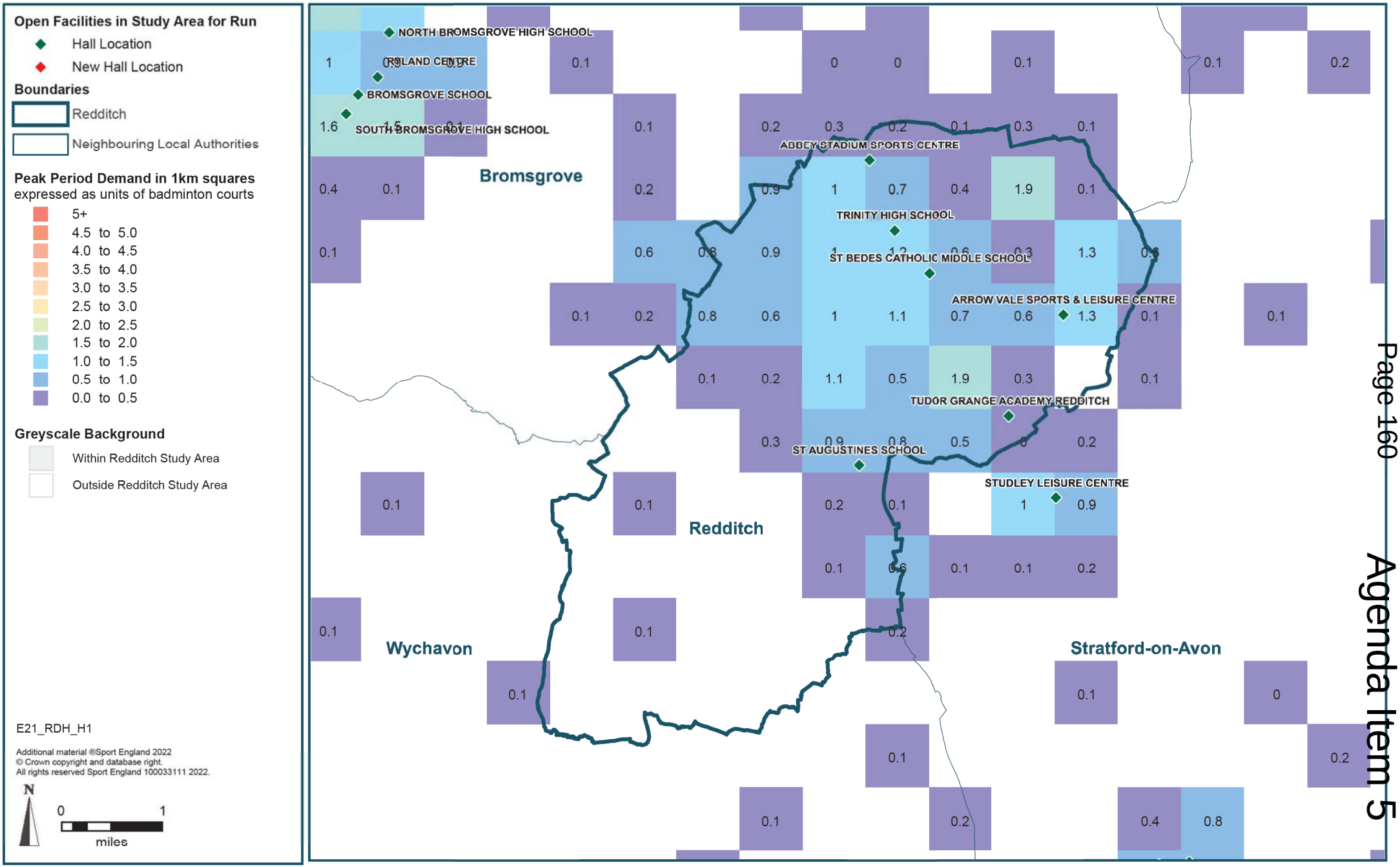
Peak period demand aggregated at 1km square grid level expressed as number of badminton courts (figure labels) and shown thematically (colours).



Facility Planning Model - Halls Demand for Redditch

Run 2: Existing Provision - Year 2040

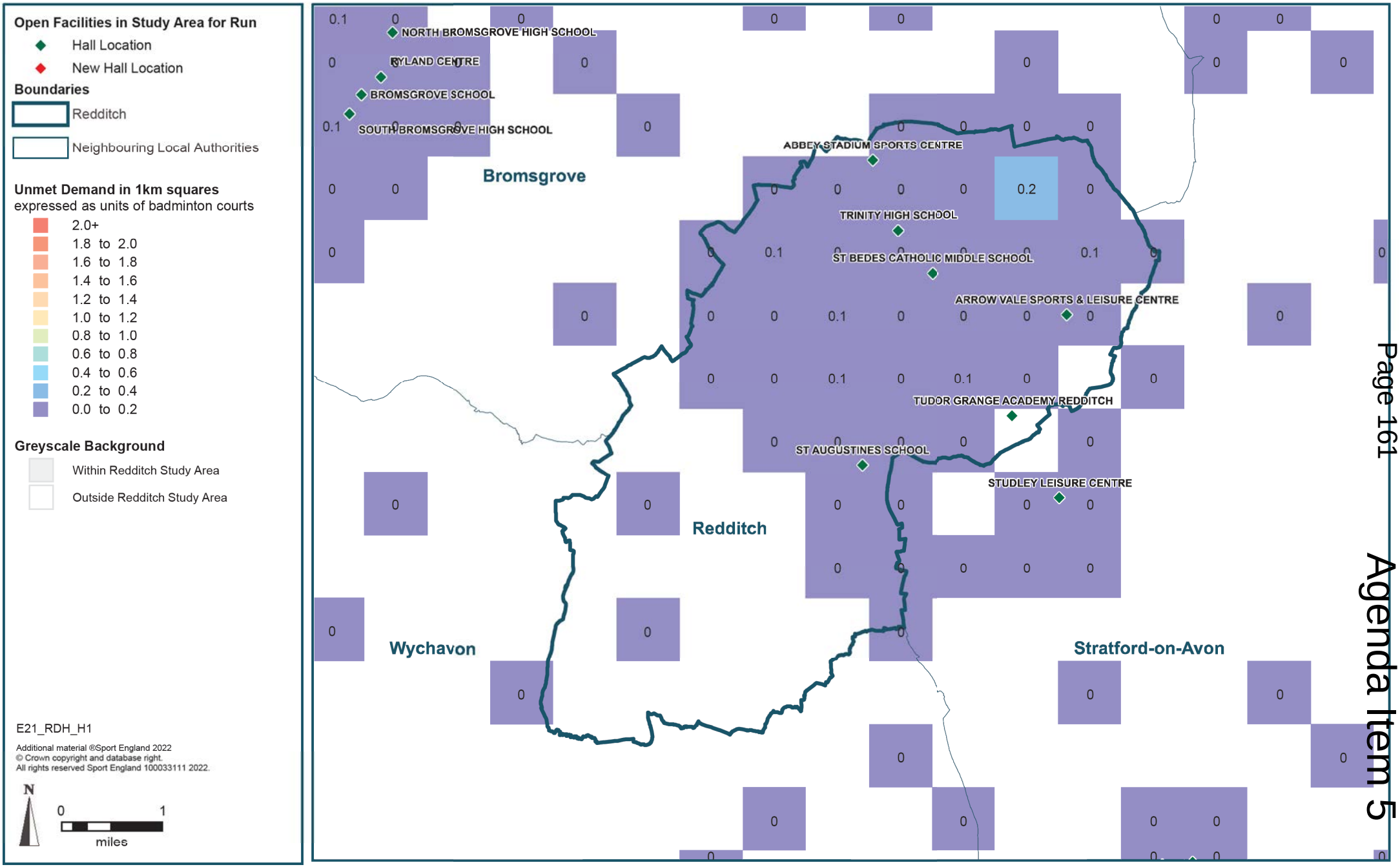
Peak period demand aggregated at 1km square grid level expressed as number of badminton courts (figure labels) and shown thematically (colours).



Facility Planning Model - Halls Unmet Demand for Redditch

Run 1: Existing Position - Year 2021

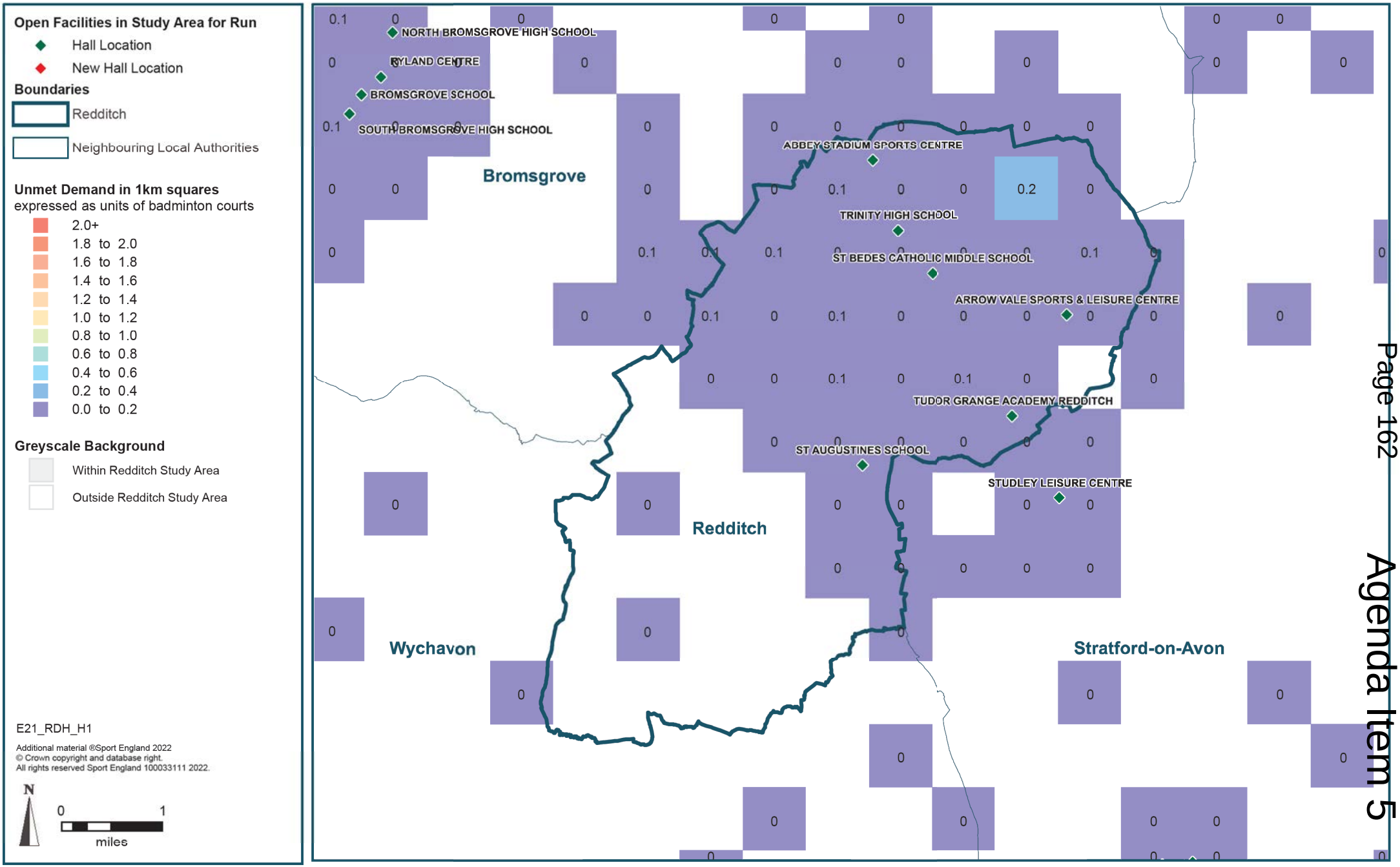
Unmet demand aggregated at 1km square grid level expressed in units of badminton courts (figure labels) and shown thematically (colours).



Facility Planning Model - Halls Unmet Demand for Redditch

Run 2: Existing Provision - Year 2040

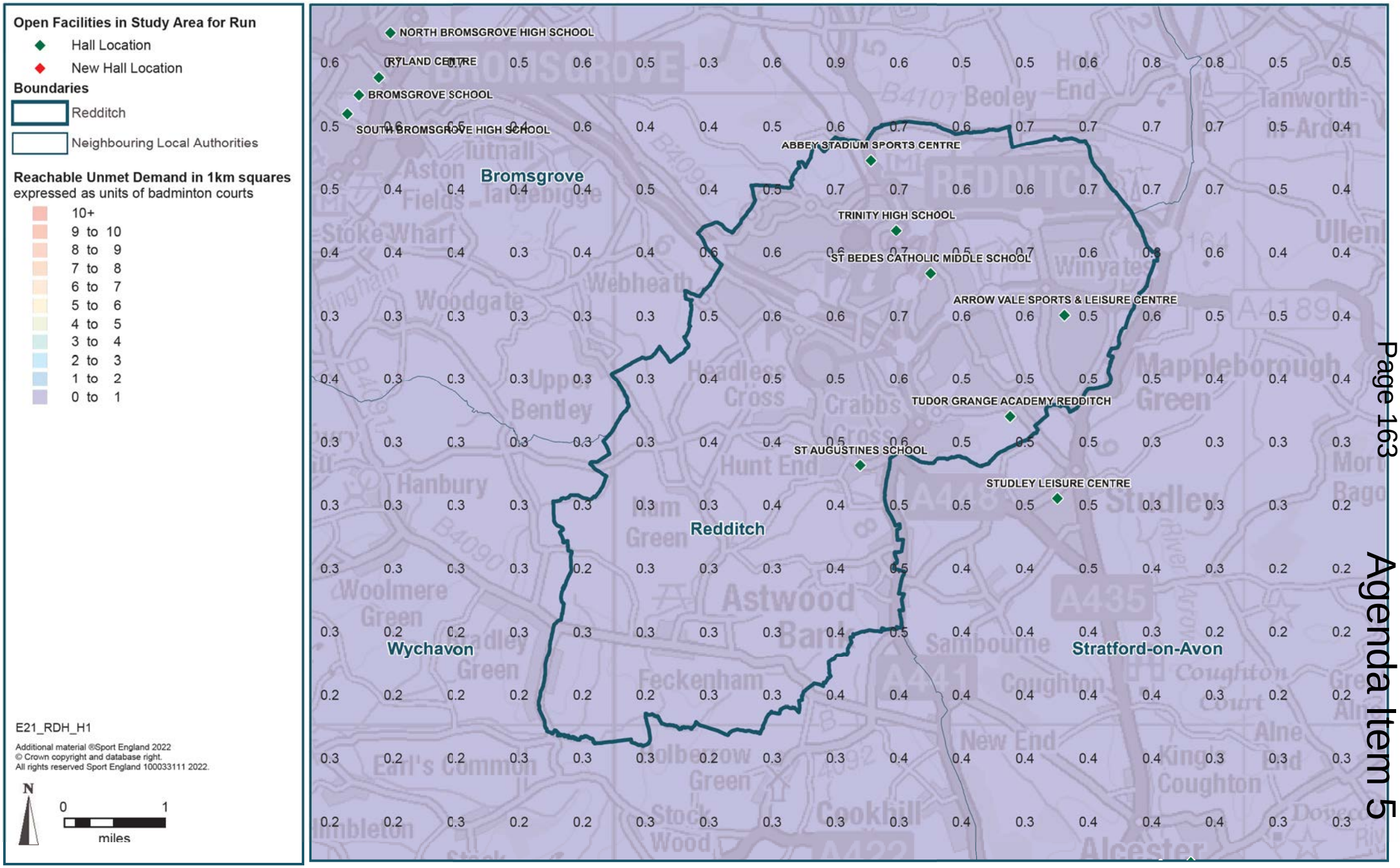
Unmet demand aggregated at 1km square grid level expressed in units of badminton courts (figure labels) and shown thematically (colours).



Facility Planning Model - Halls Reachable Unmet Demand for Redditch

Run 1: Existing Position - Year 2021

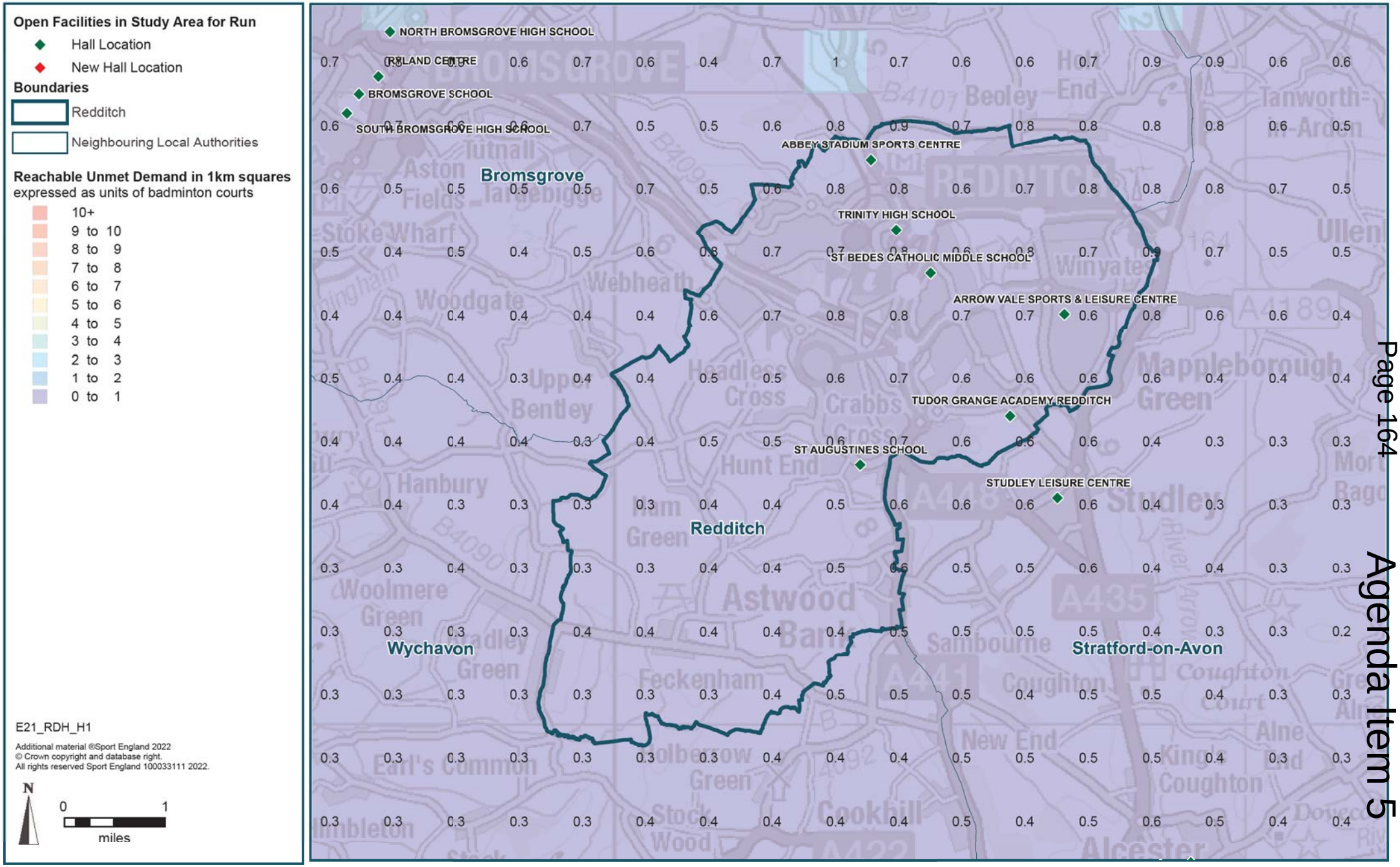
Reachable unmet demand aggregated at 1km square grid, shown thematically (colours) and expressed in units of badminton courts (figure labels).



Facility Planning Model - Halls Reachable Unmet Demand for Redditch

Run 2: Existing Provision - Year 2040

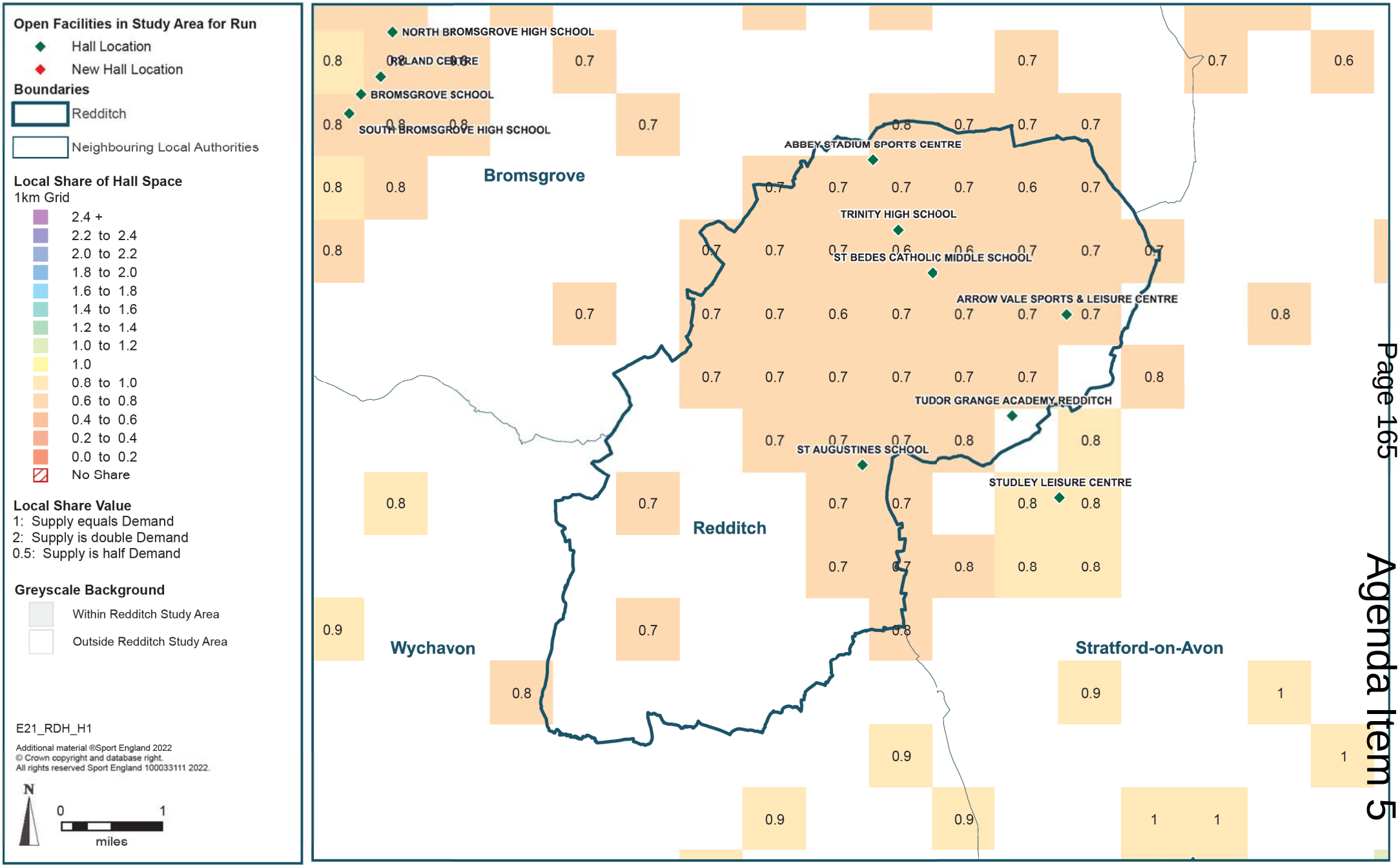
Reachable unmet demand aggregated at 1km square grid, shown thematically (colours) and expressed in units of badminton courts (figure labels).



Facility Planning Model - Halls Local Share for Redditch

Run 1: Existing Position - Year 2021

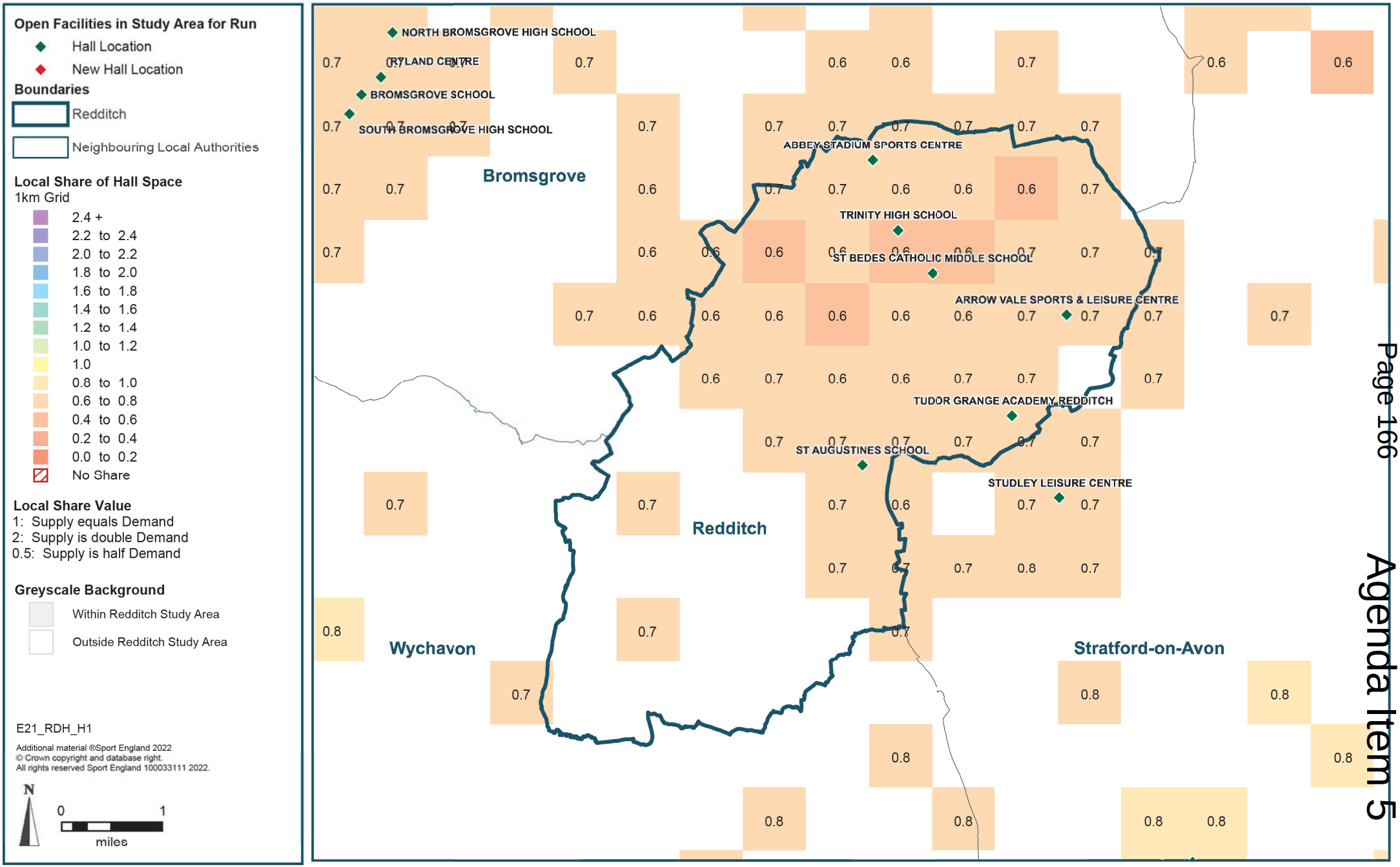
Share of badminton courts divided by demand aggregated at 1km square (figure labels) and shown thematically (colours).



Facility Planning Model - Halls Local Share for Redditch

Run 2: Existing Provision - Year 2040

Share of badminton courts divided by demand aggregated at 1km square (figure labels) and shown thematically (colours).



Facility Planning Model - Sports Halls Import/Export for Redditch

Run 1: Existing Position - Year 2021

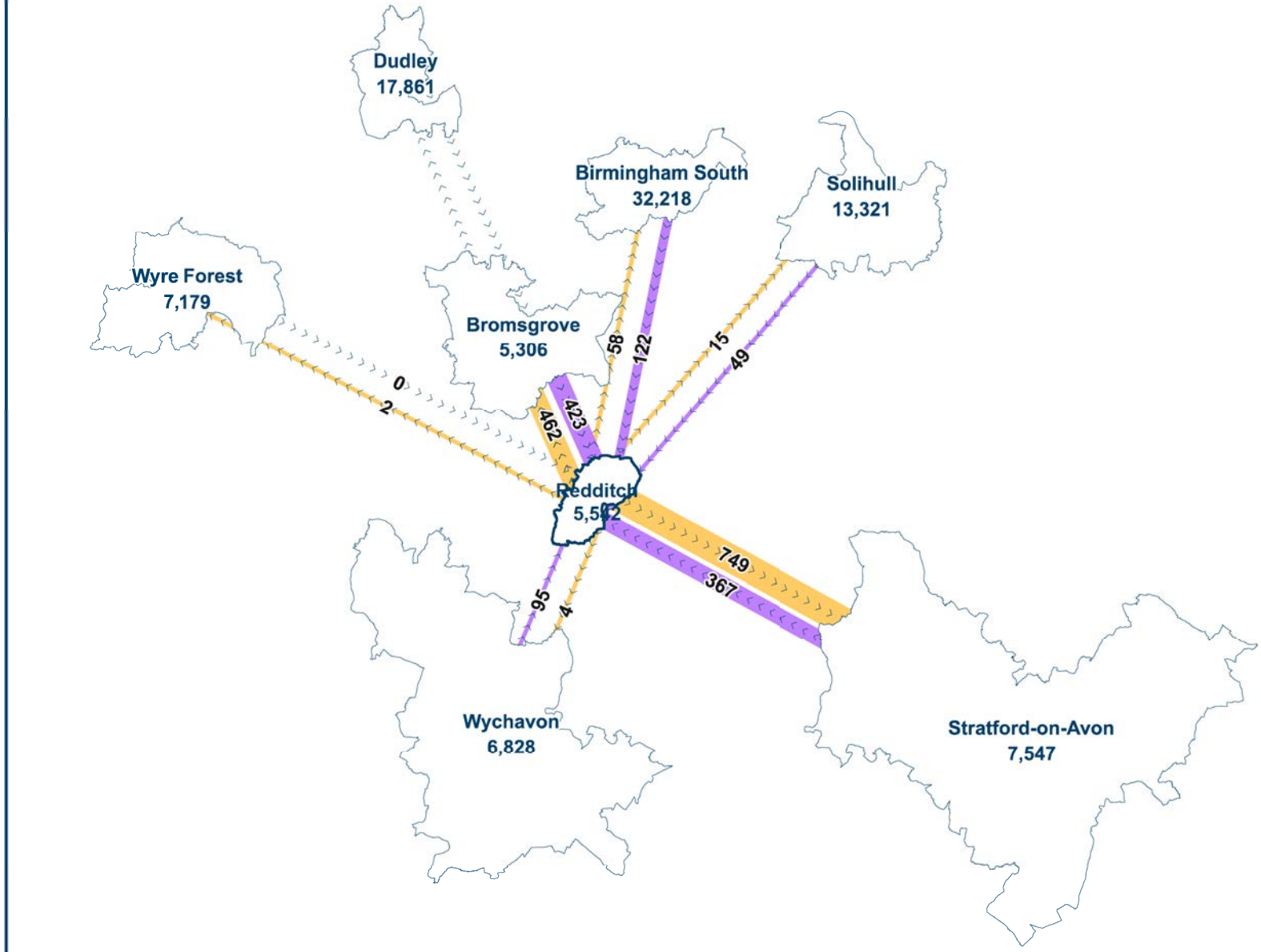
Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export



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Facility Planning Model - Sports Halls Import/Export for Redditch

Run 2: Existing Provision - Year 2040

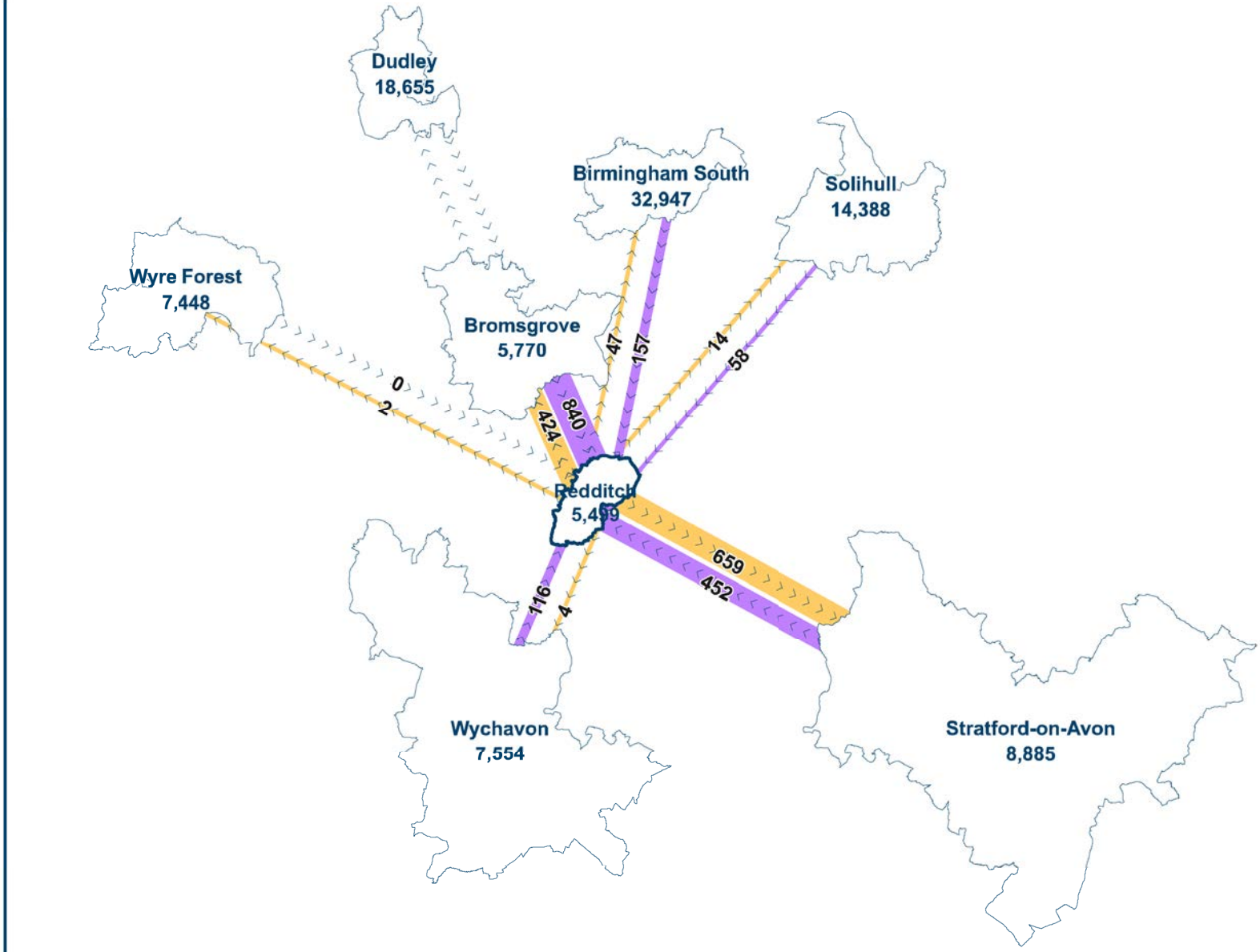
Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export



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APPENDIX 3: MODEL DESCRIPTION, INCLUSION CRITERIA AND MODEL PARAMETERS

Included within this Appendix are the following:

- Model Description
- Facility Inclusion Criteria
- Model Parameters

Model Description

1. Background

1.1. The Facilities Planning Model (FPM) is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with sportscotland and Sport England since the 1980s.

1.2. The model is a tool for helping to assess the strategic provision of community sports facilities in an area. It is currently applicable for use in assessing the provision of sports halls, swimming pools, indoor bowls centres and artificial grass pitches.

2. Use of FPM

2.1. Sport England uses the FPM as one of its principal tools in helping to assess the strategic need for certain community sports facilities. The FPM has been developed as a means of:

- Assessing requirements for different types of community sports facilities on a local, regional, or national scale.
- Helping local authorities to determine an adequate level of sports facility provision to meet their local needs.
- Helping to identify strategic gaps in the provision of sports facilities.
- Comparing alternative options for planned provision, taking account of changes in demand and supply. This includes testing the impact of opening, relocating, and closing facilities, and the likely impact of population changes on the needs for sports facilities.

2.2. Its current use is limited to those sports facility types for which Sport England holds substantial demand data, i.e., swimming pools, sports halls, indoor bowls, and artificial grass pitches (AGPs).

2.3. The FPM has been used in the assessment of Lottery funding bids for community facilities, and as a principal planning tool to assist local authorities in planning for the provision of community sports facilities.

3. How the Model Works

3.1. In its simplest form, the model seeks to assess whether the capacity of existing facilities for a particular sport is capable of meeting local demand for that sport, considering how far people are prepared to travel to such a facility.

3.2. In order to do this, the model compares the number of facilities (supply) within an area against the demand for that facility (demand) that the local population will produce, similar to other social gravity models.

3.3. To do this, the FPM works by converting both demand (in terms of people) and supply (facilities) into a single comparable unit. This unit is 'visits per week in the peak period' (VPWPP). Once converted, demand and supply can be compared.

3.4. The FPM uses a set of parameters to define how facilities are used and by whom. These parameters are primarily derived from a combination of data including actual user surveys from a range of sites across the country in areas of good supply, together with participation survey data. These surveys provide core information on the profile of users, such as, the age and gender of users, how often they visit, the distance travelled, duration of stay, and on the facilities themselves, such as, programming, peak times of use, and capacity of facilities.

3.5. This survey information is combined with other sources of data to provide a set of model parameters for each facility type. The original core user data for halls and pools comes from the National Halls and Pools survey undertaken in 1996. This data formed the basis for the National Benchmarking Service (NBS). For AGPs, the core data used comes from the user survey of AGPs carried out in 2005/06 jointly with sportscotland.

3.6. User survey data from the NBS and other appropriate sources are used to update the model's parameters on a regular basis. The parameters are set out at the end of the document, and the main data sources analysed are:

- Active Lives
    - For the adult survey, this data is collected by an online survey or paper questionnaire on behalf of Sport England. Each annual sample includes about 175,000 people and covers the full age/gender range. Detailed questions are asked about over 200 separate sport categories in terms of participation and frequency.
    - For the children and young people survey, this data is collected through schools with up to three mixed ability classes in up to three randomly chosen year groups completing an online survey.
- National Benchmarking Service
    - This is a centre-based survey whose primary purpose is to enable centres to benchmark themselves against other centres. Sample interviews are conducted on site. The number of people surveyed varies by year depending on how many centres take part. Approximately 10,000 swimmers and 3,500 sports hall users are surveyed per year. This data is used for journey

times, establishing proportions of particular activities in different hall types, the duration of activities and the time of activity (peak period).

- Scottish Health
    - The annual survey is of about 6,600 people (just under 5,000 adults). This data is primarily used to assess participation, frequency, and activity duration.

Other data is used where available. For example, the following data sources are among those which have been used to cross-check results:

- Children's Participation in Culture and Sport, Scottish Government, 2008
- Young People's Participation in Sport, Sports Council for Wales, 2009
- Health & Social Care Information Centre, Lifestyle Statistics, 2012
- Young People and Sport, Sport England, 2002
- Data from Angus Council, 2013/14
- National Pools & Halls Survey, 1996
    - This survey has been used to obtain capacities per sports hall for differing sport types for programming data.

4. Calculating Demand

4.1. Demand is calculated by applying the user information from the parameters, as referred to above, to the population[1]. This produces the number of visits for that facility that will be demanded by the population.

4.2. Depending on the age and gender make-up of the population, this will affect the number of visits an area will generate. In order to reflect the different population make-up of the country, the FPM calculates demand based on the smallest census groupings. These are Output Areas (OAs)[2].

4.3. The use of OAs in the calculation of demand ensures that the FPM is able to reflect and portray differences in demand in areas at the most sensitive level based on available census information. Each OA used is given a demand value in VPWPP by the FPM.

5. Calculating Supply Capacity

5.1. A facility's capacity varies depending on its size (i.e., size of pool, hall, pitch number), and how many hours the facility is available for use by the community.

. The FPM calculates a facility's capacity by applying each of the capacity factors taken from the model parameters, such as the assumptions made as to how many 'visits' can be

[1] For example, it is estimated that 7.72% of 16–24-year-old males will demand to use an AGP 1.67 times a week. This calculation is done separately for the 12 age/gender groupings.

[2] Census Output Areas (OAs) are the smallest grouping of census population data and provide the population information on which the FPM's demand parameters are applied. A demand figure can then be calculated for each OA based on the population profile. There are over 171,300 OAs in England. An OA has a target value of 125 households per OA.

accommodated by the particular facility at any one time. Each facility is then given a capacity figure in VPWPP.

5.3. Based on travel time information[3] taken from the user survey, the FPM then calculates how much demand would be met by the particular facility, having regard to its capacity and how much demand is within the facility's catchment. The FPM includes an important feature of spatial interaction. This feature takes account of the location and capacity of all the facilities, having regard to their location and the size of demand, and assesses whether the facilities are in the right place to meet the demand.

5.4. It is important to note that the FPM does not simply add up the total demand within an area and compare that to the total supply within the same area. This approach would not take account of the spatial aspect of supply against demand in a particular area. For example, if an area had a total demand for 5 facilities, and there were currently 6 facilities within the area, it would be too simplistic to conclude that there was an oversupply of 1 facility as this approach would not take account of whether the 5 facilities are in the correct location for local people to use them within that area. It might be that all the facilities were in one part of the Borough, leaving other areas under-provided. An assessment of this kind would not reflect the true picture of provision. The FPM is able to assess supply and demand within an area based on the needs of the population within that area.

5.5. In making calculations as to supply and demand, visits made to sports facilities are not artificially restricted or calculated by reference to administrative boundaries, such as local authority areas. Users are generally expected to use their closest facility. The FPM reflects this through analysing the location of demand against the location of facilities, allowing for cross-boundary movement of visits. For example, if a facility is on the boundary of a local authority, users will generally be expected to come from the population living close to the facility, but who may be in an adjoining authority.

6. Calculating the Capacity of Sports Halls – Hall Space in Courts (HSC)

6.1. The capacity of sports halls is calculated in the same way as described above, with each sports hall site having a capacity in VPWPP. In order for this capacity to be meaningful, these visits are converted into the equivalent of main hall courts and referred to as 'Hall Space in Courts' (HSC). This 'court' figure is often mistakenly read as being the same as the number of 'marked courts' at the sports halls that are in the Active Places data, but it is not the same. There will usually be a difference between this figure and the number of 'marked courts' in Active Places.

6.2. The reason for this is that the HSC is the 'court' equivalent of all the main and activity halls capacities; this is calculated based on hall size (area) and whether it is the main hall or a secondary (activity) hall. This gives a more accurate reflection of the overall capacity of the halls than simply using the 'marked courts' figure. This is due to two reasons:

[3] To reflect the fact that as distance to a facility increases, fewer visits are made, the FPM uses a travel time distance decay curve, where the majority of users travel up to 20 minutes. The FPM also takes account of the road network when calculating travel times. Car ownership levels, taken from census data, are also taken into account when calculating how people will travel to facilities.

- In calculating the capacity of halls, the model uses a different 'At-One-Time' (AOT) parameter for main halls and for activity halls. Activity halls have a greater AOT capacity than main halls – see below. Marked courts can sometimes not properly reflect the size of the actual main hall. For example, a hall may be marked out with 4 courts, when it has space for 3 courts. As the model uses the 'courts' as a unit of size, it is important that the hall's capacity is included as a 3 'court unit' rather than a 4 'court unit'.
- The model calculates the capacity of the sports hall as 'visits per week in the peak period' (VPWPP), and then uses this unit of capacity to compare with demand, which is also calculated as VPWPP. It is often difficult to visualise how much hall space there is when expressed as VPWPP. To make things more meaningful, this capacity in VPWPP is converted back into 'main hall court equivalents' and is noted in the output table as 'Hall Space in Courts.'

7. Facility Attractiveness – for Halls and Pools Only

7.1. Not all facilities are the same, and users will find certain facilities more attractive to use than others. The model attempts to reflect this by introducing an attractiveness weighting factor, which affects the way visits are distributed between facilities. Attractiveness, however, is very subjective. Currently weightings are only used for hall and pool modelling, and a similar approach for AGPs is being developed.

7.2. Attractiveness weightings are based on the following:

- Age/refurbishment weighting – pools and halls: The older a facility is, the less attractive it will be to users. It is recognised that this is a general assumption and that there may be examples where older facilities are more attractive than newly built ones due to excellent local management, programming, and sports development. Additionally, the date of any significant refurbishment is also included within the weighting factor; however, the attractiveness is set lower than a new build of the same year. It is assumed that a refurbishment that is older than 20 years will have a minimal impact on the facility's attractiveness. The information on year built/refurbished is taken from Active Places. A graduated curve is used to allocate the attractiveness weighting by year. This curve levels off at around 1920 with a 20% weighting. The refurbishment weighting is slightly lower than the new built year equivalent.
- Management and ownership weighting – halls only: Due to the large number of halls being provided by the education sector, an assumption is made that, in general, these halls will not provide as balanced a programme than halls run by local authorities, trusts, etc, with school halls more likely to be used by teams and groups through block booking. A less balanced programme is assumed to be less attractive to a general pay & play user than a standard local authority leisure centre sports hall with a wider range of activities on offer.

7.3. To reflect this, two weightings curves are used for education and non-education halls, a high weighted curve, and a lower weighted curve.

- High weighted curve – includes non-education management and a better balanced programme, more attractive.

- Lower weighted curve – includes educational owned and managed halls, less attractive.

7.4. Commercial facilities – halls and pools: Whilst there are relatively few sports halls provided by the commercial sector, an additional weighing factor is incorporated within the model to reflect the cost element often associated with commercial facilities. For each population output area the Indices of Multiple Deprivation (IMD) score is used to limit whether people will use commercial facilities. The assumption is that the higher the IMD score (less affluence), the less likely the population of the OA would choose to go to a commercial facility.

7.5. The English Indices of Deprivation 2019, produced by the Ministry of Housing, Communities and Local Government, measure relative levels of deprivation in 32,844 lower super output areas (LSOAs) in England. IMD is an overall relative measure of deprivation constructed by combining seven domains of deprivation according to their relative weights.

8. Comfort Factor – Halls and Pools

8.1. As part of the modelling process, each facility is given a maximum number of visits it can accommodate based on its size, the number of hours it is available for community use, and the 'at one time capacity' figure (pools = 1 user/6m^2, halls = 6 users/court). This gives each facility a 'theoretical capacity.'

8.2. If the facilities were full to their theoretical capacity, then there would simply not be the space to undertake the activity comfortably. In addition, there is a need to take account of a range of activities taking place which have different numbers of users; for example, aqua aerobics will have significantly more participants than lane swimming sessions. Additionally, there may be times and sessions that, while being within the peak period, are less busy and so will have fewer users.

8.3. To account for these factors the notion of a 'comfort factor' is applied within the model. For swimming pools, 70%, and for sports halls, 80%, of their theoretical capacity is considered as being the limit where a facility starts to become uncomfortably busy. (Currently, the comfort factor is NOT applied to AGPs due to the fact they are predominantly used by teams which have a set number of players, therefore the notion of having a 'less busy' pitch is not applicable.)

8.4. The comfort factor is used in two ways:

- Utilised capacity – How well used is a facility? 'Utilised capacity' figures for facilities are often seen as being very low at 50-60%; however, this needs to be put into context with 70-80% comfort factor levels for pools and halls. The closer utilised capacity gets to the comfort factor level, the busier the facilities are becoming. You should not aim to have facilities operating at 100% of their theoretical capacity, as this would mean that every session throughout the peak period would be being used to its maximum capacity. This would be both unrealistic in operational terms and unattractive to users.
- Adequately meeting unmet demand – the comfort factor is also used to increase the number of facilities needed to comfortably meet unmet demand. If this comfort factor is not applied, then any facilities provided will be operating at their maximum theoretical capacity, which is not desirable as noted previously.

9. Utilised Capacity (Used Capacity)

9.1. Following on from the comfort factor section, here is more guidance on utilised capacity.

9.2. Utilised capacity refers to how much of a facility's theoretical capacity is being used. This can, at first, appear to be unrealistically low, with area figures being in the 50-60% region. Without any further explanation, it would appear that facilities are half empty. The key point is not to see a facility's theoretical maximum capacity (100%) as being an optimum position. This, in practice, would mean that a facility would need to be completely full every hour it was open during the peak period. This would be both unrealistic from an operational perspective and undesirable from a user's perspective, as the facility would be completely full.

9.3. For example, a 25m, four-lane pool has a theoretical capacity of 2,260 per week, during a 52.5-hour peak period.

9.4. As set out in the table below, usage of a pool will vary throughout the evening, with some sessions being busier than others through programming, such as an aqua-aerobics session between 7pm and 8pm and lane swimming between 8 and 9pm. Other sessions will be quieter, such as between 9 and 10pm. This pattern of use would mean a total of 143 swims taking place. However, the pool's maximum theoretical capacity is 264 visits throughout the evening. In this instance the pool's utilised capacity for the evening would be 54%.

Visits per hour	4-5pm	5-6pm	6-7pm	7-8pm	8-9pm	9-10pm	Total visits for the evening
Theoretical maximum capacity	44	44	44	44	44	44	264
Actual usage	8	30	35	50	15	5	143

9.5. As a guide, 70% utilised capacity is used to indicate that pools are becoming busy, and this is 80% for sports halls. This should be seen only as a guide to help flag when facilities are becoming busier, rather than as a 'hard threshold.'

10. Travel Times Catchments

10.1. The model uses travel times to define facility catchments in terms of driving and walking.

10.2. The Ordnance Survey (OS) MasterMap Highways Network Roads has been used to calculate the off-peak drive times between facilities and the population, observing any one-way and turn restrictions which apply and taking account of delays at junctions and car parking. Each street in the network is assigned a speed for car travel based on the attributes of the road, such as the width of the road, the geographical location of the road, and the density of properties along the street. These travel times have been derived through national survey work, and so are based on actual travel patterns of users. The road speeds used for inner and outer London Boroughs have been further enhanced by data from the Department of Transport.

10.3. The walking catchment uses the OS MasterMap Highways Network Paths to calculate travel times along paths and roads, excluding motorways and trunk roads. A standard walking speed of 3 mph is used for all journeys.

10.4. The model includes three different modes of travel – car, public transport, and walking. Car access is also considered. In areas of lower access to a car, the model reduces the number of visits made by car and increases those made on foot.

10.5. Overall, surveys have shown that the majority of visits made to swimming pools, sports halls and AGPs are made by car, with a significant minority of visits to pools and sports halls being made on foot.

Facility	Car	Walking	Public Transport
Swimming Pool	72%	18%	10%
Sports Hall	74%	17%	9%
AGP			
Combined	79%	18%	3%
Football	74%	22%	4%
Hockey	97%	2%	1%

10.6. The model includes a distance decay function, where the further a user is from a facility, the less likely they will travel. Set out below is the survey data with the percentage of visits made within each of the travel times. This shows that almost 90% of all visits, both by car and on foot, are made within 20 minutes. Hence, 20 minutes is often used as a rule of thumb for the catchments for sports halls and pools.

Minutes	Swimming Pools		Sport Halls	
	Car	Walk	Car	Walk
0-10	56%	53%	54%	55%
11-20	35%	34%	36%	32%
21-30	7%	10%	7%	10%
31-45	2%	2%	2%	3%

10.7. For AGPs, there is a similar pattern to halls and pools, with hockey users observed as travelling slightly further (89% travel up to 30 minutes). Therefore, a 20-minute travel time can also be used for 'combined' and 'football', and 30 minutes for hockey.

Minutes	Artificial Grass Pitches					
	Combined		Football		Hockey	
	Car	Walk	Car	Walk	Car	Walk
0-10	28%	38%	30%	32%	21%	60%
10-20	57%	48%	61%	50%	42%	40%
20-40	14%	12%	9%	15%	31%	0%

Facility Inclusion Criteria

Sports Halls

The following inclusion criteria were used for this analysis.

- Include all operational sports halls available for community use i.e. pay and play, membership, sports club/community association.
- Exclude all halls not available for community use i.e. private use.
- Exclude all halls where the main hall is less than 3 Courts in size.
- Include all 'planned,' 'under construction,' and 'temporarily closed' facilities only where all data is available for inclusion.
- Where opening times are missing, availability has been included based on similar facility types.
- Where the year built is missing assume date 1975[4].

Facilities over the border in Wales and Scotland included, as supplied by sportscotland and Sport Wales.

[4] Choosing a date in the mid '70s ensures that the facility is included, whilst not overestimating its impact within the run.

Model Parameters

Halls Parameters

At One Time Capacity		32 users per 4-court hall 15 users per 144 square meters of activity hall	
Catchment Maps		Car: 20 minutes Walking: 1.6 km Public transport: 20 minutes at about half the speed of a car NOTE: Catchment times are indicative, within the context of a distance decay function of the model.	
Duration		60 minutes	
Percentage Participation			

Age	*0-15*	*16-24*	*25-34*	*35-44*	*45-59*	*60-79*
Male	20.4	16.7	13.9	11.6	10.2	7.3
Female	24.5	17.8	17.1	15.3	15.1	12.1

Frequency per Week

Age	*0-15*	*16-24*	*25-34*	*35-44*	*45-59*	*60-79*
Male	0.65	0.95	0.93	0.84	1.00	1.14
Female	0.74	1.20	1.21	1.07	1.18	1.01

Peak Period		Weekday: 9:00 to 10:00, 17:00 to 22:00 Weekend: 08:00 to 16:00 Total: 46 hours	
Proportion in Peak Period		62%	

Facilities Planning Model Assessment of Swimming Pool Provision for Redditch Borough Council

Bespoke Report

29 July 2022

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The Facilities Planning Model (FPM)

It is most important to set out that the FPM study is a quantitative, accessibility and spatial assessment of the supply, demand, and access to swimming pools. It assesses how these factors change based on projected population growth and options to change the swimming pool supply.

The FPM study provides an assessment that can inform consultations, to then provide a rounded evidence base. This can then be applied in the development of the Council's strategic planning for the provision of swimming pools.

Accreditations

Other than data provided by Redditch Borough Council and Sport England, this report also contains data from the following sources:

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National Statistics data © Crown copyright and database right 2022.

Population based on 2011 Census data and modified by 2018-based Subnational Population Projections for Local Authorities. Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.3.0.

Index of Multiple Deprivation data contains public sector information licensed under the Open Government Licence v3.0.

EXECUTIVE SUMMARY

Introduction

0.1 Redditch Borough Council (also referred to as Redditch, or the Borough) is reviewing the current provision of swimming pools and assessing future demand and level of provision required to 2040.

0.2 The FPM (Facilities Planning Model) modelling runs are to provide:

- Run 1 – a baseline assessment of provision in 2021.
- Run 2 – a forward assessment of demand for swimming pools and its distribution, based on the projected changes in population from 2021 to 2040.
- Run 3 – an assessment of the impact of re-opening Kingsley Sports Centre Swimming Pool in 2024 on the demand for swimming pools and its distribution.

0.3 The main report sets out the full set of findings under each of the seven assessment headings.

0.4 The next section of the report provides the headline strategic overview, the key findings and interventions arising from the FPM study on supply, demand and accessibility.

Headline Strategic Overview

0.5 The headline strategic finding is that a very high level of the Borough's demand for swimming pools can be met by the accessible supply of swimming pools in 2021 and 2040.

0.6 The Borough's demand for swimming pools is projected to decrease between 2021 and 2040.

0.7 The demand met increases when Kingsley Sports Centre is re-opened. The majority of the Redditch demand is then retained within the Borough.

0.8 Unmet demand is low in both years and is mainly due to demand too far away from a facility. However, there is insufficient unmet demand that can be covered from any one location to justify further swimming pool provision on this basis alone.

0.9 The swimming pools sites are estimated to be operating at an uncomfortably high level at peak times in both 2021 and 2040.

0.10 More of the Redditch demand for swimming pools is exported and met in Bromsgrove than is imported from Bromsgrove and met in Redditch. The location of the new housing sites is influencing the export and import of demand.

Key Findings

0.11 The key findings that underpin the headline strategic overview are as follows:

1. Abbey Stadium Sports Centre can provide for all swimming activities in dedicated pools.
2. Abbey Stadium Sports Centre is close to the largest housing development in Redditch and a major housing growth site in Bromsgrove.
3. Redditch's demand for swimming equates to 909 sqm of water in 2040. In Run 3, Redditch offers 536 sqm of water space for community use.
4. Between 2021 and 2040, Redditch's population is projected to increase by 1% but demand for swimming is projected to decrease by 3%.
5. Redditch is the only local authority in the study area with a projected decrease in demand for swimming between 2021 and 2040.
6. In Run 1, 12% of visits to swimming pools are made on foot or by public transport. This increases to 15% in Run 3.
7. In Run 1, 88% of Redditch's demand for swimming pools is met. In Run 2, this reduces to 86%, even though demand has decreased. In Run 3, satisfied demand increases to 90%.
8. In Run 3, 68% of Redditch's satisfied demand is retained within the Borough, compared to 53% in Run 1 and 52% in Run 2. In 2040, the number of visits retained in the Borough in the weekly peak period is 37% higher when Kingsley Sports Centre is open.
9. In 2040, re-opening Kingsley Sports Centre leads to a 31% reduction in exported demand.
10. Unmet demand increases from 115 sqm of water in Run 1 to 127 sqm of water in Run 2. In Run 3, unmet demand decreases by 30% to 89 sqm of water.
11. The majority of unmet demand is too far away from a facility, accounting for 92% of unmet demand in Runs 1 and 3, and 81% in Run 2. However, it accounts for less water space with each subsequent run.
12. Lack of facility capacity accounts for 8% of unmet demand in Run 1, 19% in Run 2 and 9% in Run 3.
13. In Run 3, reachable unmet demand is highest in an area south of Abbey Stadium Sports Centre, at 70 sqm of water. This is not enough unmet demand to consider building a new swimming pool to improve access for residents in this location.
14. The estimated used capacity of swimming pools in the Borough in the weekly peak period is 100% in Runs 1 and 2, and 98% in Run 3.
15. In Run 2, there are 576 visits in the weekly peak period that cannot be met at Abbey Stadium Sports Centre. This is 19% of the centre's capacity in the weekly peak period. In Run 3, this decreases to 148 visits, which is 5% of Abbey Stadium Sports Centre's capacity.

16. Imported demand is 16% of the used capacity of the current Redditch pools in Run 1. This increases to 20% in Run 2 and 26% in Run 3.
17. The largest amount of imported demand to the Borough is from Bromsgrove, with 205 visits in the weekly peak period in Run 1, increasing to 475 visits in Run 3.
18. Demand imported from Bromsgrove is considerably less than the Redditch demand exported and met at Bromsgrove pools. The difference is greatest in Run 1 at 1,150 visits and smallest in Run 3 at 409 visits.

Interventions and Next Steps

0.12 The interventions and suggested next steps are based on the FPM findings and need to be considered to develop an all-round evidence base. This includes review of the FPM assessment within the Council, and consultations with key organisations, such as educational owners of facilities, sports clubs and community groups.

0.13 It is envisaged this wider evidence base work will be progressed through the Council's Built Facilities Strategy. This will lead to options on ways to meet the projected demand for swimming pools up to 2040 and beyond.

0.14 Setting the FPM findings within this wider context, the recuring themes are:

- The impact of re-opening Kingsley Sports Centre in meeting the demand for swimming pools.
- Both swimming pool sites are estimated to be full in 2040.

0.15 Options for increasing swimming pool provision in Redditch should be considered, for the following reasons:

- Despite the Redditch demand for swimming decreasing by 3% between 2021 and 2040, the Abbey Stadium Sports Centre is estimated to have 100% used capacity in the weekly peak period in 2021 and 2040, and Kingsley Sports Centre is 95% utilised when it is re-opened.
- Furthermore, there are 148 visits in the weekly peak period that would like to access Abbey Stadium Sports Centre when Kingsley Sports Centre is open but cannot do so because it is full; this is 5% of Abbey Stadium Sports Centre's capacity.
- Retained demand is 68% and 3,408 visits in the weekly peak period when Kingsley Sports Centre is open; this is a 37% increase in terms of visits.
- The only scope to increase supply and capacity at the two sites is limited to increasing the hours available for the teaching/learning pool by 7.5 hours in the weekly peak period at Abbey Stadium Sports Centre.

0.16 Based on the FPM findings, retention of the two swimming pool sites, modelled in Run 3, meets the Redditch demand for swimming up to 2040. However, the state of the swimming pools needs to be considered:

- Abbey Stadium Sports Centre is meeting its purpose. It is a comparatively new pool site opened in 2012. It can support all swimming activities across its 25m pool and its learner pool. It is in the area of highest demand for swimming pools in 2021 and 2040.
- Kingsley Sports Centre does not meet the requirements identified by the FPM findings. The 20m x 9m four-lane pool, which opened in 1970 and was closed in 2017, has a maximum depth of 1.8m and is most suitable for recreational swimming. It is in the area of second-highest demand for swimming pools in 2021 and 2040.

0.17 Based on the FPM findings, re-providing the Kingsley Sports Centre may be a better option to consider rather than modernising the current pool.

0.18 An option for increasing capacity in Redditch could be based on:

- The projected demand for swimming pools in Redditch in 2040 is for 909 sqm of water.
- The total water space at Abbey Stadium Sports Centre is 365 sqm of water.
- A new Kingsley Sports Centre with a 25m x 13m six-lane (assuming lane width of 2.17m) swimming pool offering 325 sqm of water would increase the total water space in the Borough to 690 sqm of water.
- An option to include a 10m x 6.5m teaching/learner pool, at Abbey Stadium Sports Centre, would further increase the Borough's total supply to 755 sqm of water. (Note: this is based on all individual swimming pools being available for the maximum 52.5 hours in the weekly peak period.)

0.19 This option has the potential to reduce the used capacity across both sites and meet more of Redditch's demand for swimming pools within the Borough in modern, fit-for-purpose swimming pools. Both pool sites are in the areas of highest demand and could provide for all swimming activities in dedicated pools.

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1. INTRODUCTION

1.1 Redditch Borough Council is reviewing the current provision of swimming pools and assessing the future provision required to 2040.

1.2 The key drivers for the work are to:

- Provide a 2021 evidence base for swimming pools in the Borough.
- Assess how the supply of swimming pools is meeting demand in the Borough in 2021.
- Provide a forward assessment of need and an evidence base for swimming pools to 2040, based on the projected population change in the Borough and across the study area.

1.3 The outputs from the FPM assessment will be applied in:

- The Council's indoor sports facilities strategic planning work.
- Development of planning policies for swimming pool provision.

1.4 The sequence of work is based on assessments known as runs, and these are set out in the Executive Summary.

The Study Area

1.5 The assessments include the swimming pools and population in the Borough and neighbouring local authority areas, which is known as the study area. This is because the assessments are based on the catchment areas of swimming pools, which extend across local authority boundaries (see Map 1.1).

1.6 The origins of customers of swimming pools do not reflect local authority boundaries. While there are management and pricing incentives for customers to use sports facilities in the same local authority area, additional factors that can influence which swimming pools people will choose to use include:

- How close the venue is to where residents live or work.
- Other facilities at the same site, such as a gym or studio.
- The programming of the pool with swimming activities that appeal to residents and are available at times that fit with the lifestyle of residents.
- The age and condition of the facility and inherently its attractiveness.

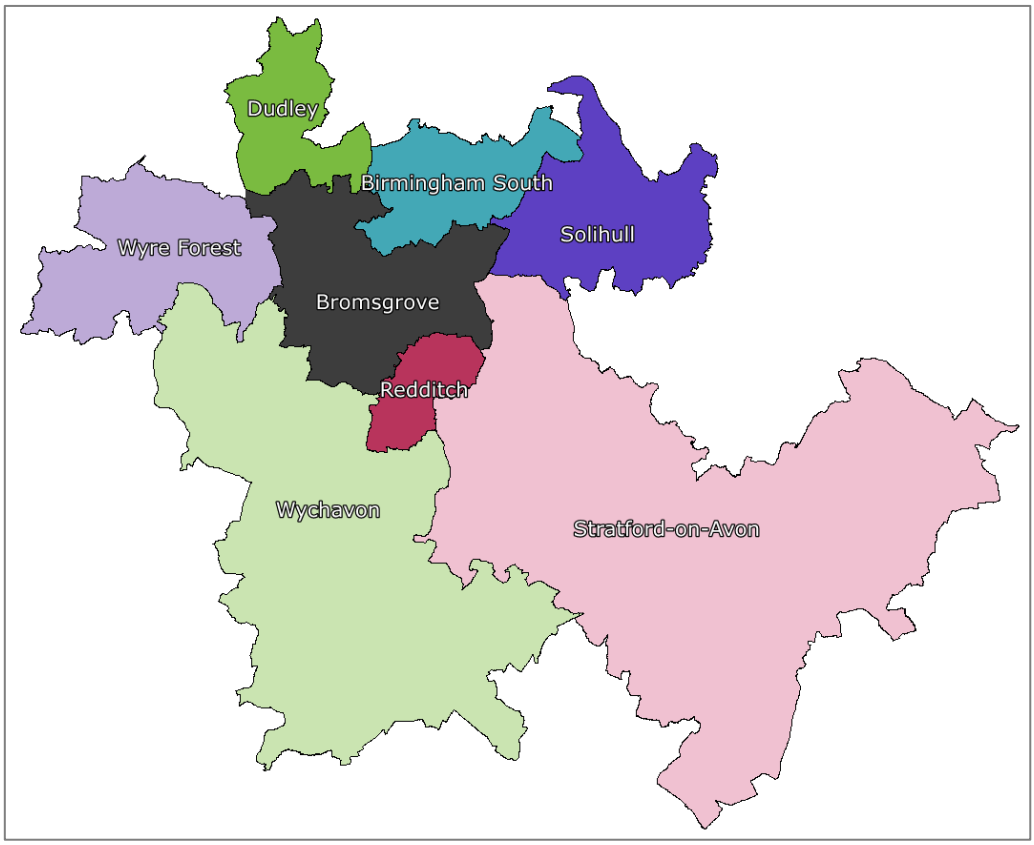
1.7 Increasingly, the quality of swimming pools and their offer are of more importance to residents in their choice of swimming pools. New facilities will have a significant draw because of the quality of the venues.

1.8 In determining the position across the Borough, it is important to take full account of the swimming pools and population in neighbouring local authority areas and, in particular, to assess the impact of swimming pools located outside the Borough but with catchment area that extend into the Borough, and vice versa.

1.9 The most attractive facility for some Redditch residents may be outside the Borough (known as exported demand). For residents of neighbouring authorities, their most attractive swimming pool may be inside the Borough (known as imported demand).

1.10 To take account of these factors, a study area is established that places Redditch at its centre and includes neighbouring local authority areas.

Map 1.1: Study Area for Redditch Borough Council Swimming Pools Assessment



Report Structure, Content and Sequence

1.11 The findings for the Redditch assessment are set out in a series of tables for the three runs. This allows a 'read across' to see the specific impact of changes between Runs 1 and 3 and builds up the picture of change.

1.12 The headings for each table are:

- Total Supply
- Total Demand
- Accessibility
- Satisfied Demand
- Unmet Demand
- Used Capacity
- Local Share

1.13 The terms listed above are defined beneath the tables.

1.14 To support the findings, this report also includes maps that show swimming pool locations, demand, deprivation, driving and walking coverage, public transport access, unmet demand and local share.

1.15 Where valid, the findings for neighbouring authorities are set out. A commentary is provided on these comparable findings. For example, some local authorities like to know how their findings on sqm of water per 1,000 population compare with those of neighbouring authorities.

1.16 The key findings in each of the sections are numbered and highlighted in bold typeface.

1.17 Details of the swimming pools in the neighbouring local authority areas for the assessment are set out in Appendix 1, and all maps for the study are provided in Appendix 2. The FPM and its parameters are described in Appendix 3.

2. SWIMMING POOL SUPPLY

Key finding 1 is that Abbey Stadium Sports Centre can provide for all swimming activities in dedicated pools.

Table 2.1: Supply of Swimming Pools in Redditch by Run

Total Supply	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Number of pools	2	2	3
Number of pool sites	1	1	2
Supply in sqm of water	365	365	545
Supply in sqm of water scaled with hours available in peak period	356	356	536
Supply in visits per week in peak period	3,113	3,113	4,688
Average year built of sites Average age of sites	2012 9	2012 28	1991 49

Definition of supply – This is the supply or capacity of the swimming pools available for community and swimming club use in the weekly peak period. Supply is expressed in the number of visits that a pool can accommodate in the weekly peak period and in square metres of water.

Weekly peak period – This is when the majority of visits take place and when users have most flexibility to visit. The peak period for swimming pools is one hour on weekday mornings, one hour on weekday lunchtimes, five and a half hours on weekday evenings, and seven and a half hours on weekend days. This gives a total of 52.5 hours per week. The modelling and recommendations are based on the ability of the public to access facilities during this weekly peak period.

2.1 In Runs 1 and 2, there are two individual swimming pools at one site in the Borough. In Run 3, there are three individual swimming pools at two sites because Kingsley Sports Centre is open.

Table 2.2: Details of Swimming Pools in Redditch included in the Runs

Site	Operation	Facility Type	Dimensions (m)	Area (sqm)	Year Built	Year Refurb	Peak Hours	Total Hours	Capacity (visits in weekly peak period)
Abbey Stadium Sports Centre	Public	Main Learner	25 x 12 10 x 6.5	300 65	2012		52.5 45	101.5 75.75	3,113
Kingsley Sports Centre	Public	Main	20 x 9	180	1970	2024	52.5	67.5	1,575

2.2 Public leisure centres provide for all swimming activities. These are:

- Learn to swim.
- Casual recreational swimming.
- Lane and fitness swimming.
- Swimming development through clubs.

2.3 Key finding 1 is that Abbey Stadium Sports Centre has a 25m six-lane pool and a 10m x 6.5m learner pool. The scale of the swimming pools means the centre can provide for all swimming activities in dedicated pools.

2.4 Kingsley Sports Centre has a 20m x 9m pool, which means it is most suitable for recreational swimming. The pool's maximum depth is 1.8m. Therefore, the area of the pool suitable for learn to swim, which requires a pool depth of 0.9m, limits its use for this activity.

2.5 Abbey Stadium Sports Centre main pool is available to the community for the maximum 52.5 hours in the weekly peak period. Availability of the learner pool is based on the number of hours required for this activity, which totals 45 in the weekly peak period.

2.6 Kingsley Sports Centre is modelled to have 52.5 hours available for community use in the weekly peak period.

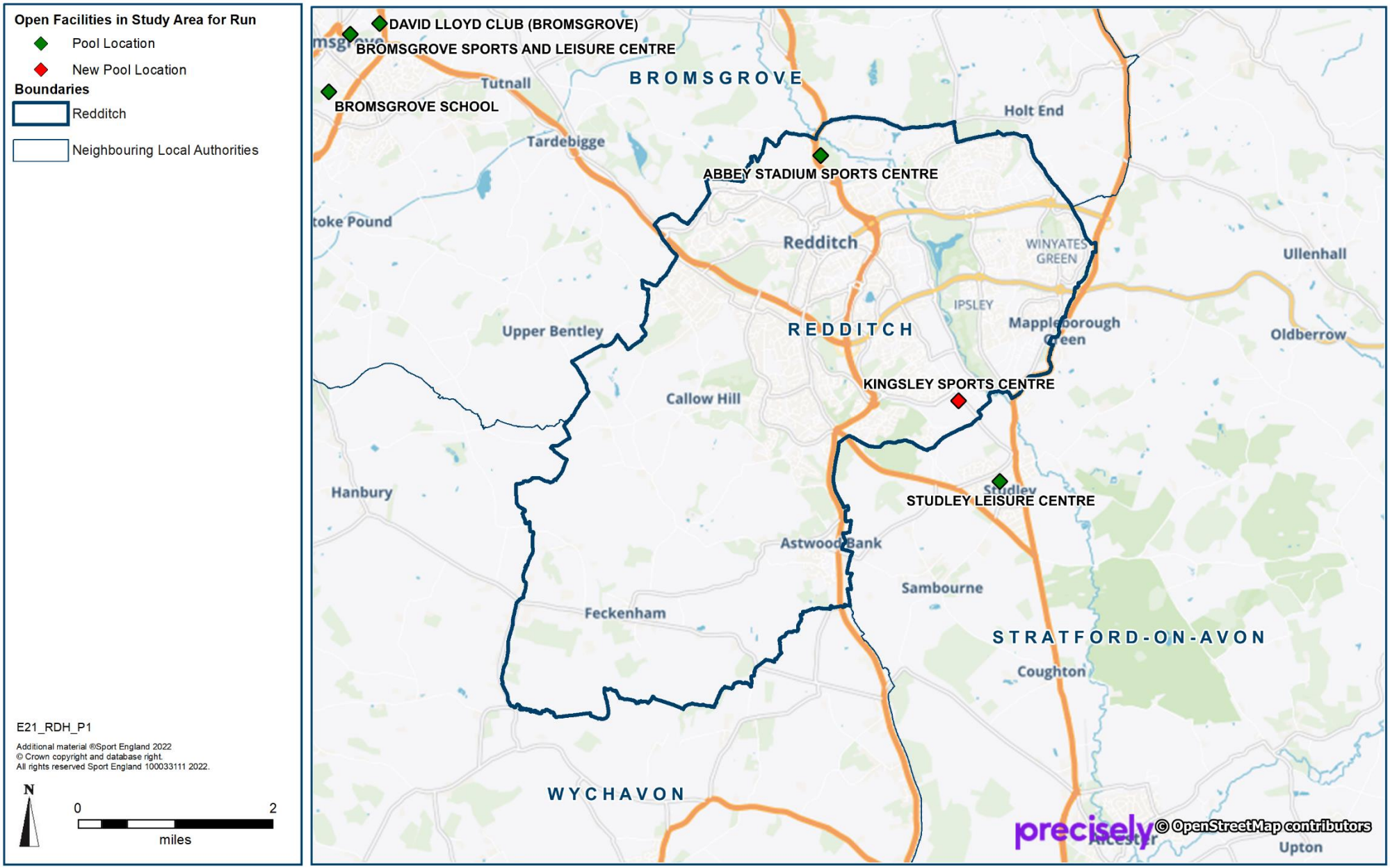
2.7 Abbey Stadium Sports Centre is a modern pool site, opened in 2012. Kingsley Sports Centre pool, which opened in 1970 and closed in September 2017, is modelled to re-open in 2024.

Swimming Pool Locations

2.8 The locations of the current swimming pools are shown as green diamonds and the future provision is shown as a red diamond in Map 2.1. The pool sites are located in the north of the Borough (Abbey Stadium Sports Centre) and the east (Kingsley Sports Centre).

2.9 Of note is that there are no swimming pool sites in the extensive west and south of the Borough. The implications of this are set out in the satisfied demand and unmet demand sections.

Map 2.1: Location of Swimming Pool Sites in Redditch Run 3 (2040)



3. DEMAND FOR SWIMMING POOLS

Key finding 2 is that Abbey Stadium Sports Centre is close to the largest housing development in Redditch and a major housing growth site in Bromsgrove.

Key finding 3 is that Redditch's demand for swimming equates to 909 sqm of water in 2040. In Run 3, Redditch offers 536 sqm of water space for community use.

Key finding 4 is that, between 2021 and 2040, Redditch's population is projected to increase by 1% but demand for swimming is projected to decrease by 3%.

Key finding 5 is that Redditch is the only local authority in the study area with a projected decrease in demand for swimming between 2021 and 2040.

Table 3.1: Demand for Swimming Pools in Redditch by Run

Total Demand	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Population	85,164	85,819	85,819
Visits demanded in weekly peak period	5,677	5,526	5,526
Demand in sqm of water with comfort factor included	934	909	909

Definition of total demand – This represents the total demand for swimming by gender and for seven five-year age bands from 0 to 65+ and is calculated as the percentage of each age band/gender that participates. This is added to the frequency of participation in each age band/gender to arrive at a total demand figure, which is expressed in visits in the weekly peak period and square metres of water. The FPM parameters for the percentage of participation and frequency of participation, for gender and for different age bands, are calculated from Sport England's Active Lives survey up to November 2019 and are set out in Appendix 3.

3.1 The Borough's population in 2021 is 85,164. In 2040, the population is projected to be 85,819, an increase of 1%.

3.2 The Borough's population forecast is taken from the ONS 2018-based subnational projections. The geographical distribution of the population in the FPM for 2040 includes housing growth sites to 2030 provided by the Council, which are shown on Map 3.1.

3.3 The largest housing development in Redditch is located immediately west of Abbey Stadium Sports Centre. This site extends across the boundary into Bromsgrove District.

3.4 A major housing growth site in Bromsgrove is located in the southeast of the District, adjacent to the Redditch boundary. Abbey Stadium Sports Centre is also close to this housing area.

3.5 These proposals are in addition to new housing already permitted or planned for in existing development plans. It is important to note that the Local Plan to 2040 is currently at Regulation 18 stage only, and these proposals may change during Local Plan preparation.

3.6 **Key finding 2** is that Abbey Stadium Sports Centre is close to the largest housing development in Redditch and a major housing growth site in Bromsgrove.

3.7 Redditch's demand for swimming pools equates to 934 sqm of water in 2021 and is projected to decrease by 3% to 909 sqm of water by 2040.

3.8 **Key finding 3** is that Redditch's demand for swimming equates to 909 sqm of water in 2040. Redditch's supply of water space available for community use is 536 sqm of water in 2040 when Kingsley Sports Centre is open.

3.9 **Key finding 4** is that between 2021 and 2040 Redditch's population is projected to increase by 1% but demand for swimming is projected to decrease by 3%.

Demand in the Study Area

3.10 **Key finding 5** is that Redditch is the only local authority in the study area with a projected decrease in demand for swimming between 2021 and 2040. Demand is projected to increase most in Stratford-upon-Avon, by 18%, in Wychavon, by 16% and in Bromsgrove, by 11%.

Table 3.2: Demand for Swimming by Local Authority

Demand in sqm of water considering a 'comfort' factor	RUN 1	RUNS 2 and 3	% Change
Local Authority	2021	2040	2021-2040
Redditch	**934**	**909**	**-2.7%**
Birmingham South	6,186	6,517	5.4%
Dudley	3,518	3,719	5.7%
Solihull	2,371	2,572	8.5%
Stratford-on-Avon	1,395	1,644	17.9%
Bromsgrove	1,076	1,191	10.7%
Wychavon	1,399	1,616	15.6%
Wyre Forest	1,083	1,132	4.5%

Decrease in Demand for Swimming

3.11 The most likely reason for the slight decrease in demand for swimming between Run 1 and Runs 2 and 3 is the change in demographics in the Borough between 2021 and 2040.

3.12 The ageing of the resident population between 2021 and 2040 will influence the demand for swimming. It can mean that there are fewer people in the main age bands for swimming in

2040 than in 2021. (Appendix 3 sets out the swimming participation and frequency rates by age and gender.)

3.13 Therefore, the increase in demand for swimming from population growth is offset by the ageing of the much larger resident population. The modelling assumes the frequency of swimming participation remains constant.

Geographical Distribution of Demand

3.14 In 2021 and 2040, demand is highest in the northeast of the Borough, with values of 51 sqm of water in 2021 (see Map 3.2) and 47 sqm of water in 2040 (see Map 3.3). Demand is next highest in the area west of Kingsley Sports Centre, with values of 49 sqm of water in 2021 and 46 sqm of water in 2040.

3.15 Demand is very low in the southwest of the Borough, an area with least access to swimming pool sites.

Deprivation

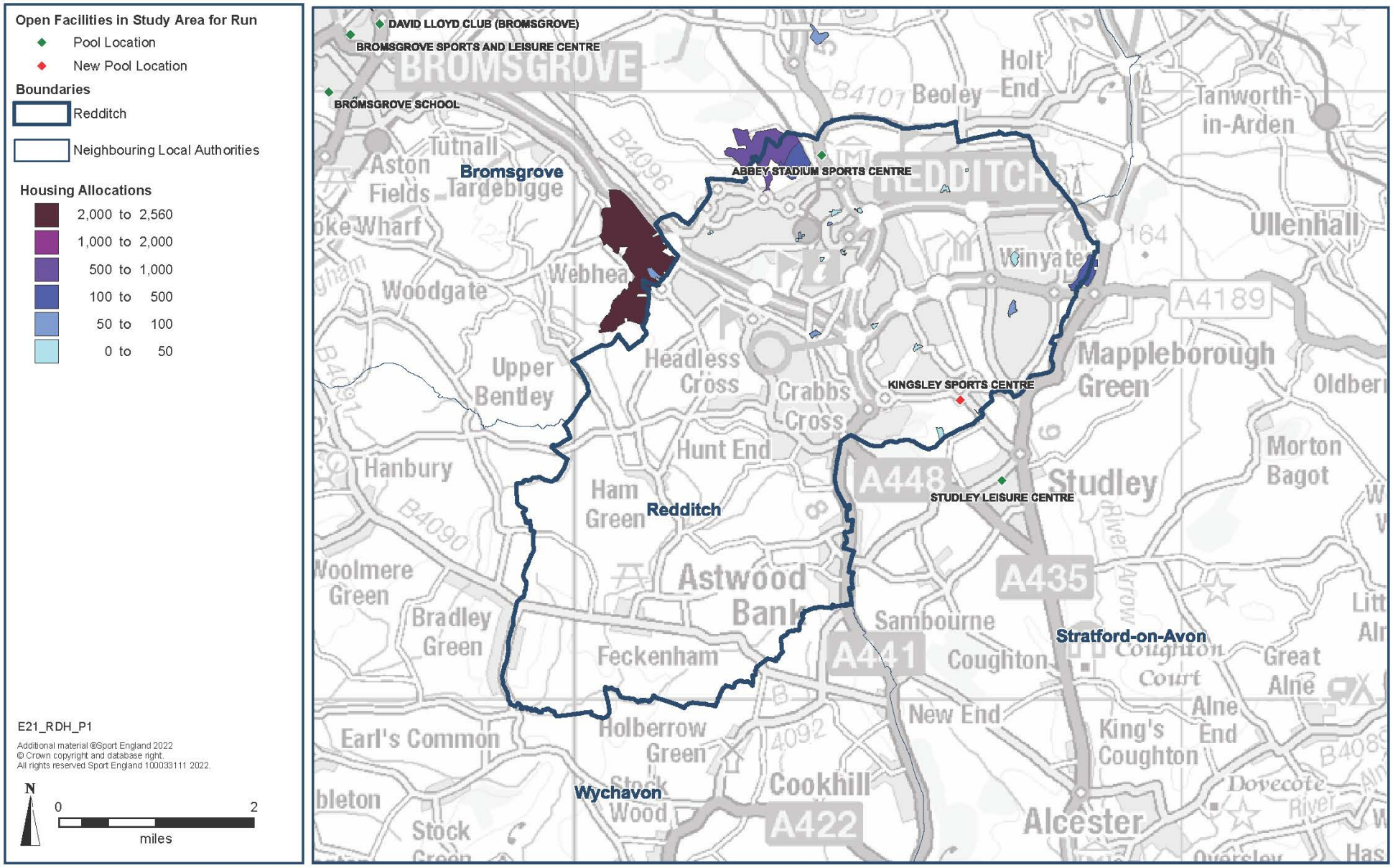
3.16 A total of 9% of the Borough's lower super output areas (LSOAs) are in the most deprived 10% nationally. Overall, Redditch ranks in the top 40% of most-deprived local authorities.

3.17 However, deprivation varies across the Borough, as shown in Map 3.4. Neither swimming pool site is located in an area of high deprivation.

3.18 The Index of Multiple Deprivation (IMD) score is used in the FPM to limit whether people will use commercial facilities (see Appendix 3 for definition of IMD). A weighting factor is incorporated to reflect the cost element often associated with commercial facilities. The assumption is that the higher the IMD score (less affluence), the less likely the population of the LSOA would choose to go to a commercial facility.

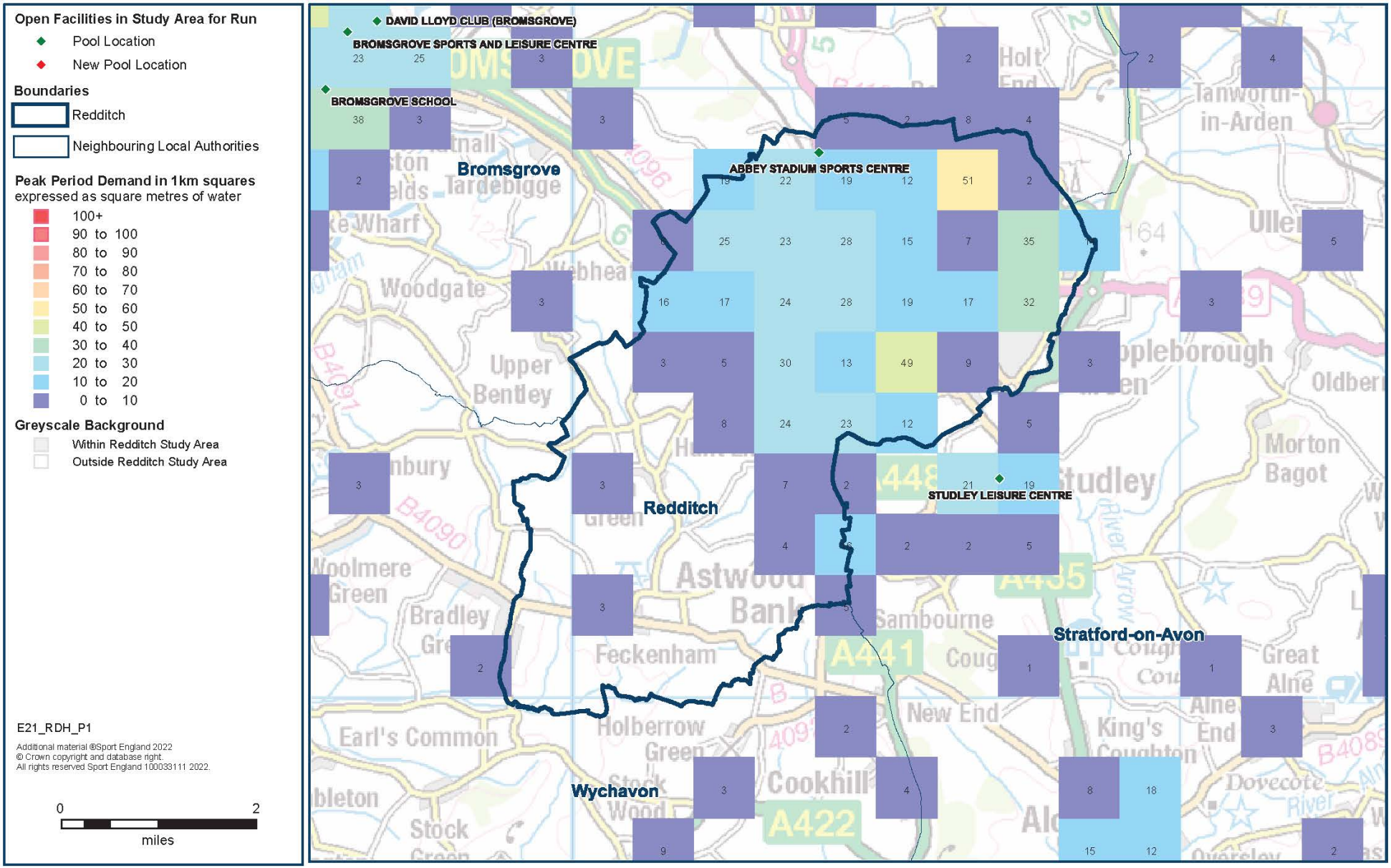
Map 3.1: Housing Growth Areas in Redditch to 2040 (Run 3)

Sites and allocations supplied by Redditch Borough Council.



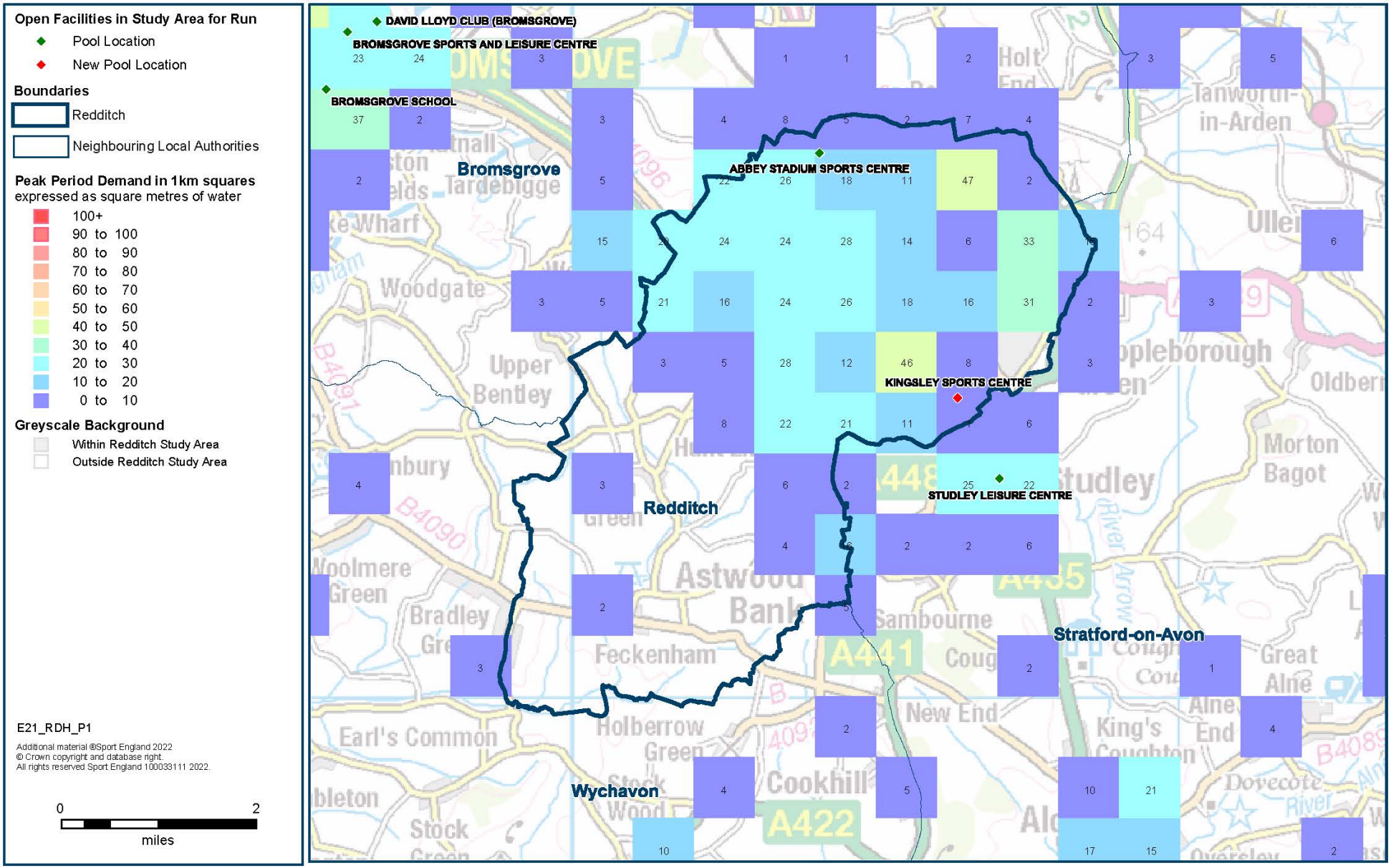
Map 3.2: Demand for Swimming Pools in Redditch 2021 (Run 1)

FPM peak period demand aggregated at 1km square grid expressed as square metres of water and shown thematically (colours).



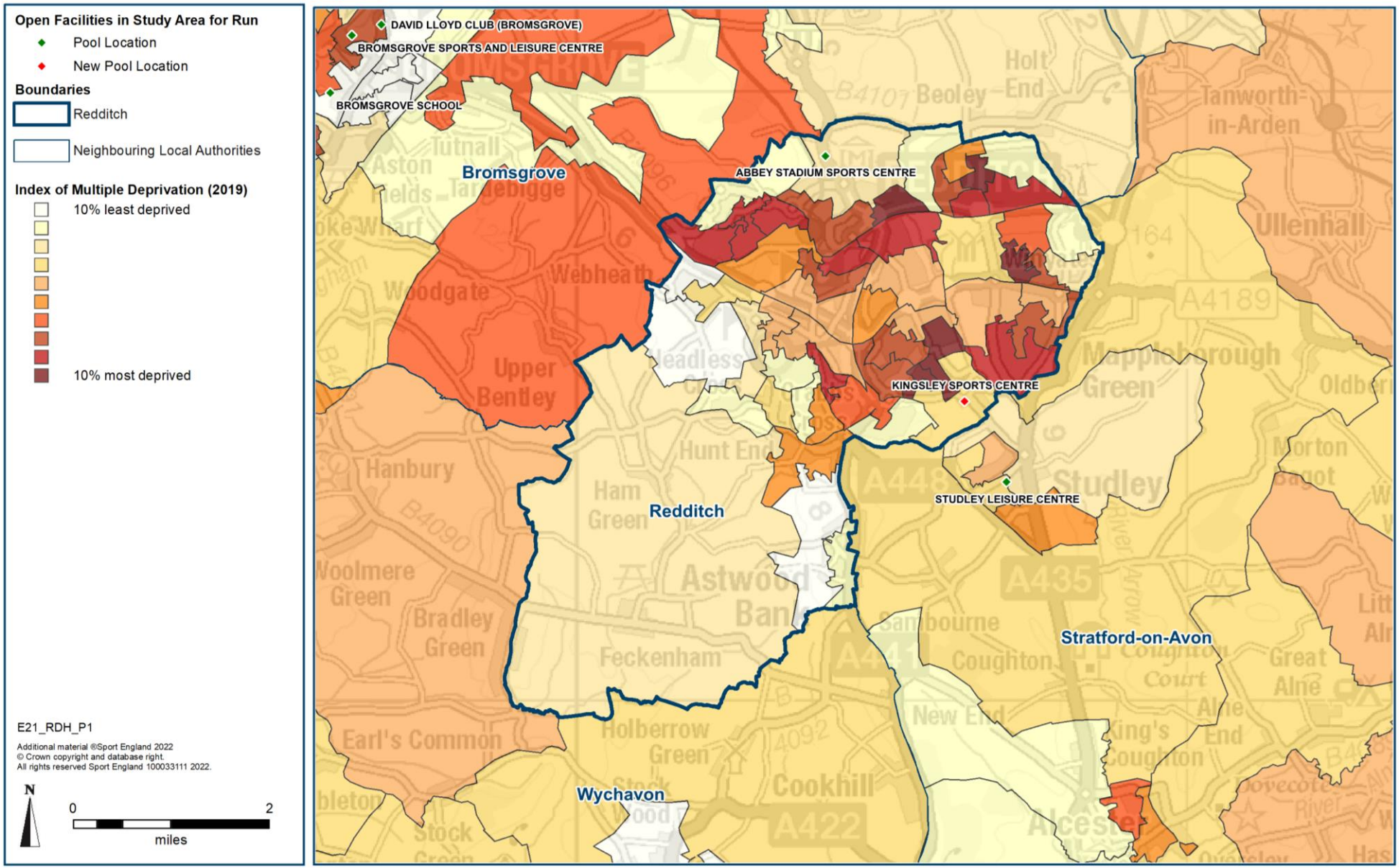
Map 3.3: Demand for Swimming Pools in Redditch 2040 (Run 3)

FPM peak period demand aggregated at 1km square grid expressed as square metres of water and shown thematically (colours).



Map 3.4: Deprivation in Redditch Run 3 (2040)

Deprivation shown thematically (colours) at lower super output area level by decile.



SPORT ENGLAND

4. ACCESSIBILITY

Key finding 6 is that, in Run 1, 12% of visits to swimming pools are made on foot or by public transport. This increases to 15% in Run 3.

Table 4.1: Travel Modal Split of Redditch Demand to Swimming Pools by Run

Accessibility	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
% of population without access to a car	19.5	19.5	19.5
% of population within a 20-minute walk of a pool	4.6	5.3	11.2
% of demand satisfied who travelled by car	88.5	89.5	84.7
% of demand satisfied who travelled on foot	2.3	2.2	5.3
% of demand satisfied who travelled by public transport	9.2	8.3	10.0

Definition of accessibility – For residents without access to a car, travel to swimming pools by public transport or on foot is the choice of travel mode. The FPM uses a distance decay function where the further a user is from a facility, the less likely they will travel. A description of the distance decay function is set out in Appendix 3. The travel-time limits used are:

- Drive is 30 minutes.
- Public transport is 30 minutes (at half the speed of a car).
- Walking is 40 minutes (two miles).

On average, a 20-minute travel time accounts for approximately 90% of visits to a swimming pool.

4.1 In Redditch, 20% of the population do not have access to a car. This is lower than the national average of 25% and the West Midlands Region average of 24%.

4.2 In Run 1, 89% of travel to swimming pools is by car. In Run 3, this decreases to 85%.

4.3 Key finding 6 is that, in Run 1, 12% of visits to swimming pools are made on foot or by public transport. This increases to 15% in Run 3.

4.4 For residents travelling on foot or by public transport, a network of accessible swimming pools is important in order to encourage swimming participation.

Walking Access

4.5 Only 5% of the Borough's residents are within a 20-minute walk of a swimming pool in Runs 1 and 2. This increases to 11% in Run 3.

4.6 Residents in the yellow area in Map 4.1 (Run 3) are within a 20-minute walk (one mile) of one swimming pool site. However, not all residents in these areas will walk to a swimming pool and some will travel further.

Public Transport Access

4.7 In Run 3, both swimming pool sites in the Borough are within five minutes' walk of a bus stop (see Map 4.2).

4.8 Neither public leisure centre is within 15 minutes' walk of a railway station.

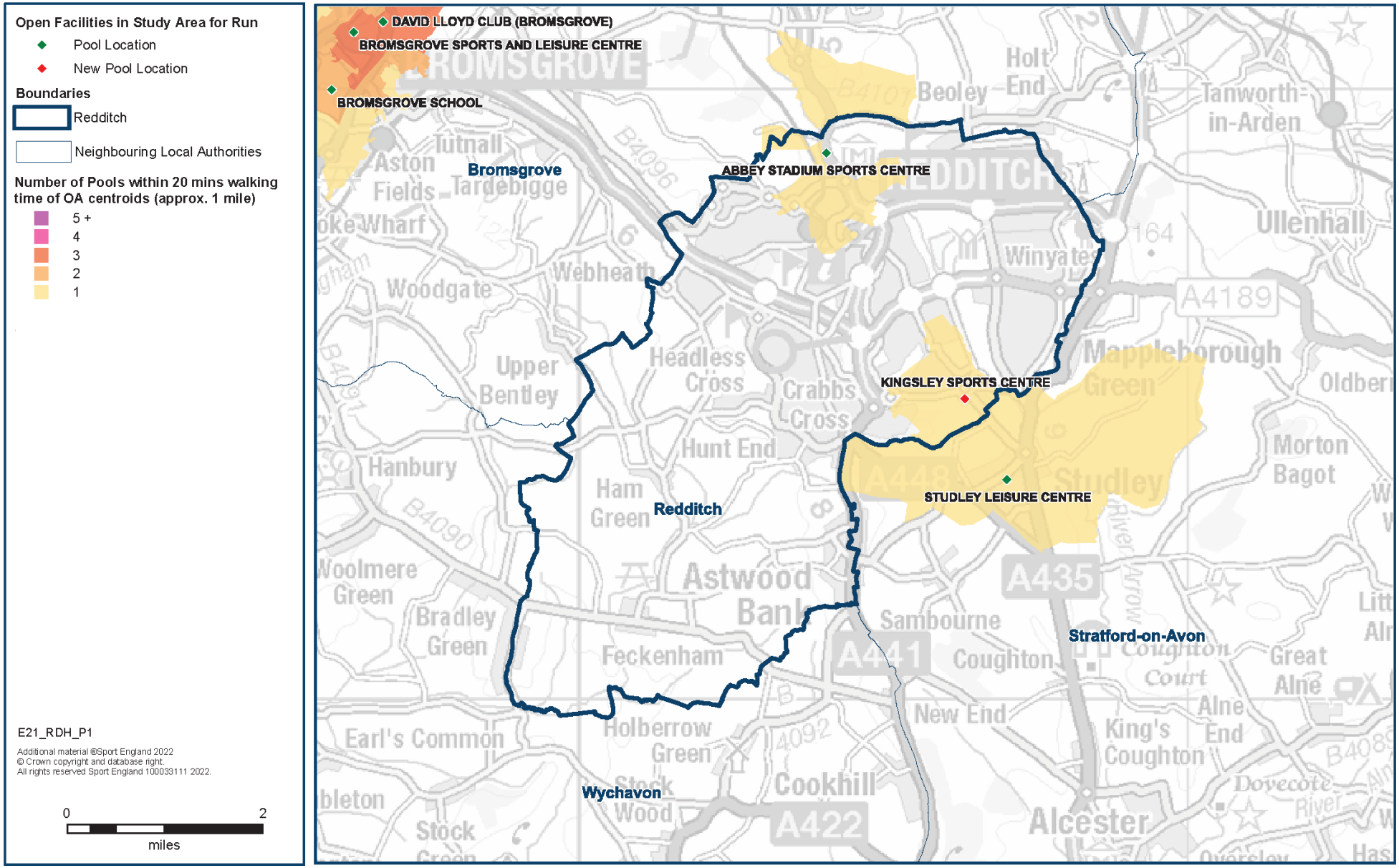
4.9 It should be noted that while most Borough residents can get to a swimming pool from a public transport stop, it may not mean they can get to a swimming pool within 20 minutes from home via a combination of walking and public transport. Also, in rural areas the service may not be regular.

Driving Access

4.10 Residents in the south of the Borough, in the yellow areas in Map 4.3 (Run 3), have access to the fewest swimming pools sites. They can drive to between one and five swimming pool sites within 20 minutes. Residents in the northeast of the Borough, in the dark green areas in Map 4.3, have access to the most sites, with between ten and 15 swimming pool sites within a 20-minute drive.

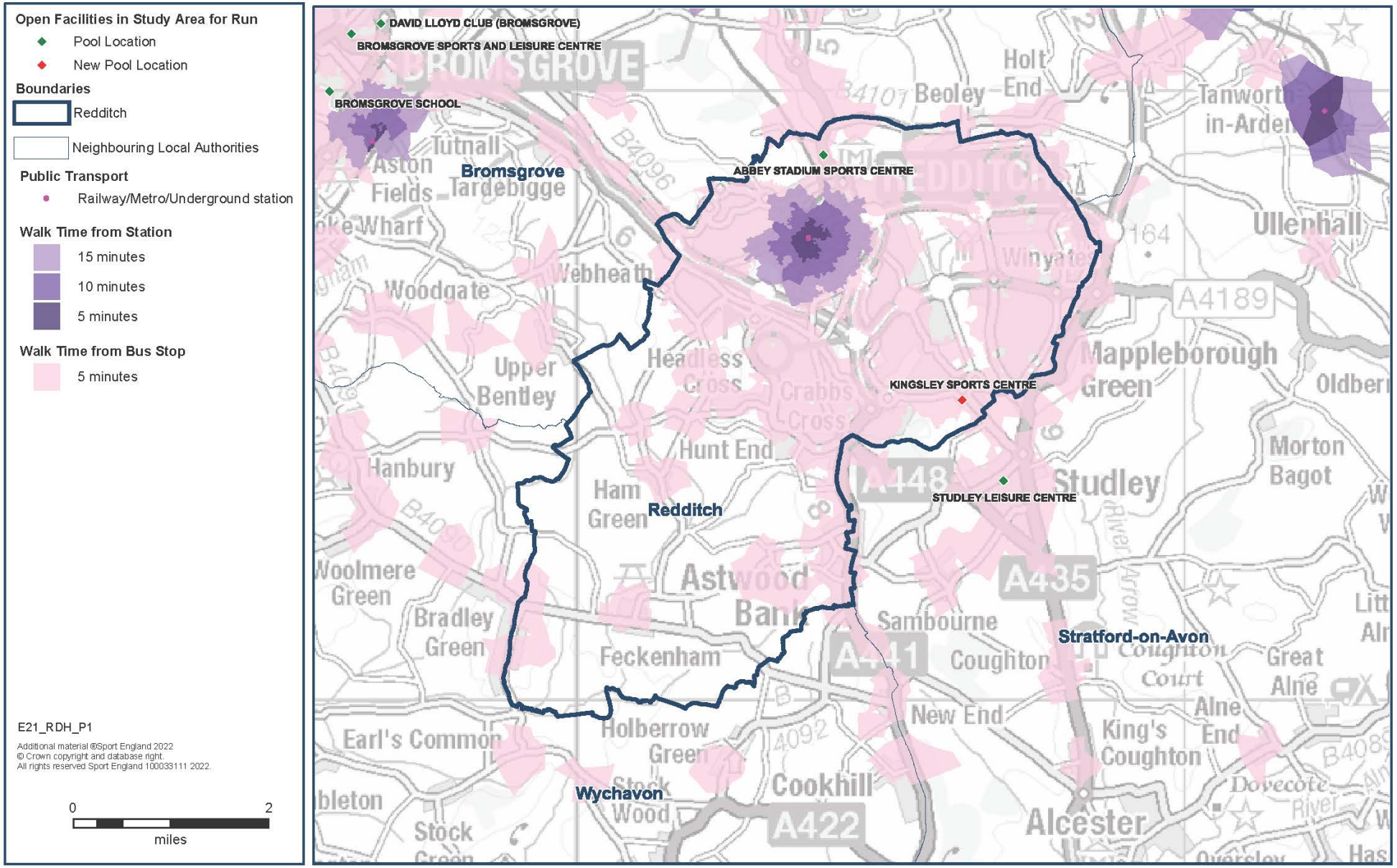
Map 4.1: Walking Access to Swimming Pools in Run 3 (2040)

FPM coverage shown thematically (colours) at output area level expressed as the number of pool sites within 20 minutes' walk of output area centroid.



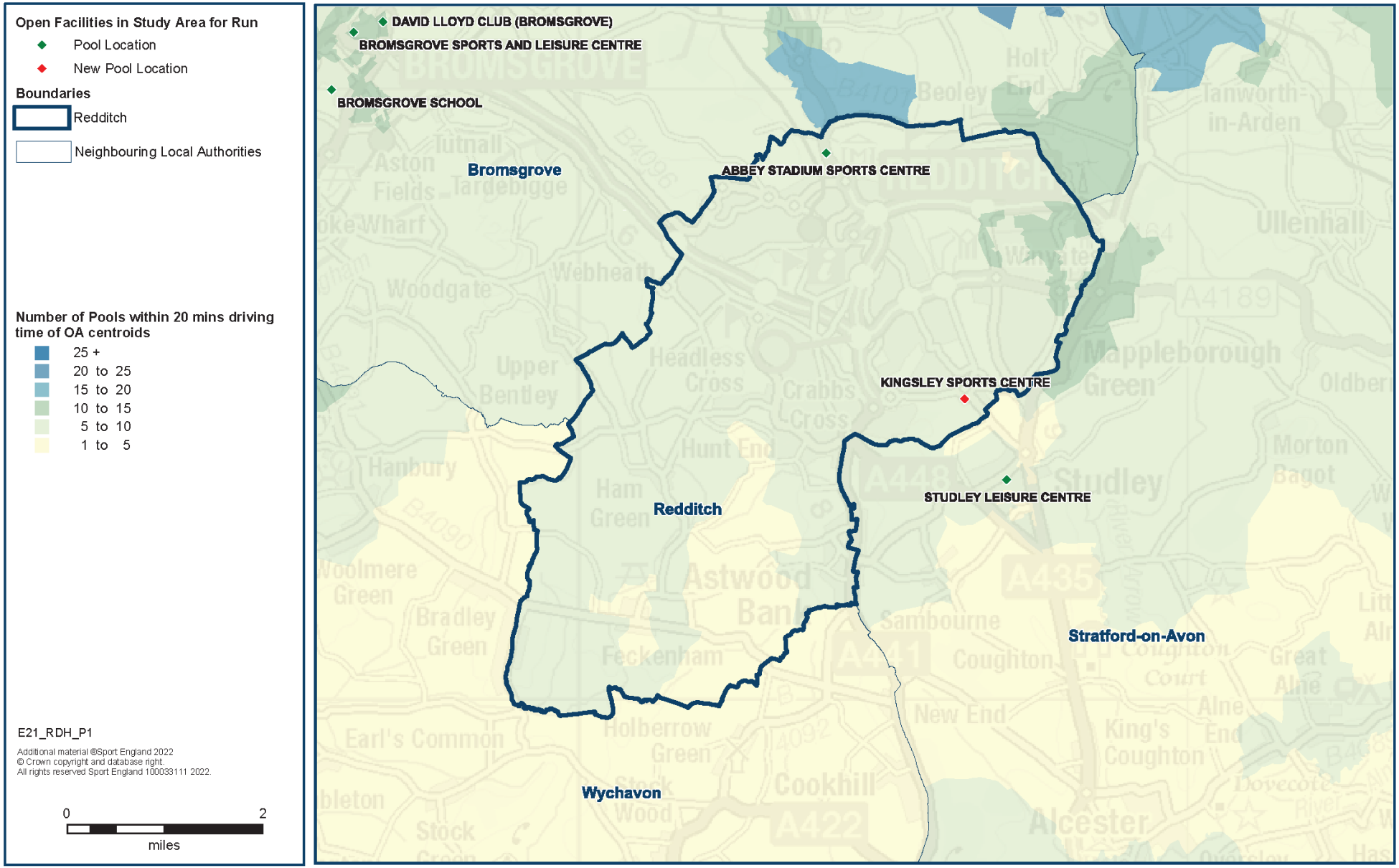
Map 4.2: Walking Access to Public Transport in Redditch Run 3 (2040)

Areas within walking time shown thematically (colours) from bus, coach and tram stops, and railway, metro and underground stations.



Map 4.3: Driving Access to Swimming Pools in Run 3 (2040)

FPM coverage shown thematically (colours) at output area level expressed as the number of pool sites within 20 minutes' drive of output area centroid.



SPORT ENGLAND

5. SATISFIED DEMAND FOR SWIMMING

Key finding 7 is that, in Run 1, 88% of Redditch's demand for swimming pools is met. In Run 2, even though demand has decreased, met demand decreases to 86. In Run 3, met demand increases to 90%.

Key finding 8 is that, in Run 3, 68% of Redditch's satisfied demand is retained within the Borough, compared to 53% in Run 1 and 52% in Run 2. In 2040, the number of visits retained in the Borough in the weekly peak period is 37% higher when Kingsley Sports Centre is open.

Key finding 9 is that, in 2040, re-opening Kingsley Sports Centre leads to a 31% reduction in exported demand.

Table 5.1: Satisfied Demand for Swimming in Redditch by Run

Satisfied Demand	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Number of visits which are met per week in peak period	4,976	4,756	4,986
% of total demand satisfied	87.7	86.1	90.2
Number of visits retained per week in peak period	2,623	2,484	3,408
Demand retained as a % of satisfied demand	52.7	52.2	68.4
Number of visits exported per week in peak period	2,354	2,272	1,578
Demand exported as a % of satisfied demand	47.3	47.8	31.6

Definition of satisfied demand – This represents the proportion of total demand that is met by the capacity at the swimming pools from Borough residents who live within the driving, walking or public transport catchment area of a pool. This includes pools located both within and outside the Borough.

5.1 **Key finding 7** is that, in Run 1, 88% of Redditch's demand for swimming pools is met. In Run 2, this reduces to 86%, even though demand has decreased. In Run 3, met demand increases to 90%.

5.2 Between 2021 and 2040, the number of visits changes very little, at 4,976 visits in the weekly peak period in Run 1 and 4,986 visits in Run 3. However, satisfied demand is slightly lower in Run 2 (86%) than in Run 3 (90%).

Satisfied Demand in the Study Area

5.3 Between 88% (Birmingham South) and 95% (Bromsgrove) of demand in the local authorities in the study area is met in 2021. There is virtually no change between 2021 and 2040. (Details of the swimming pools in the neighbouring local authority areas are listed in Appendix 1.)

Table 5.2: Percentage of Satisfied Demand for Swimming in Study Area by Run

% of Total Demand Satisfied	RUN 1	RUN 2	RUN 3
Local Authority	2021	2040	2040
Redditch	**87.7**	**86.1**	**90.2**
Birmingham South	88.4	87.8	87.9
Dudley	90.2	90.5	90.5
Solihull	93.2	92.7	92.7
Stratford-on-Avon	89.8	89.4	89.8
Bromsgrove	94.8	94.4	94.6
Wychavon	91.5	89.9	90.2
Wyre Forest	89.0	88.8	88.8

Retained Demand

5.4 A subset of the satisfied demand findings shows how much of Redditch's demand for swimming is retained at pools within the Borough. This assessment is based on the catchment area of the Redditch pools and residents in the Borough participating at these pools. This is called retained demand.

5.5 **Key finding 8** is that, in Run 3, 68% of Redditch's satisfied demand is retained within the Borough, compared to 53% in Run 1 and 52% in Run 2. In 2040, the number of visits retained in the Borough in the weekly peak period is 37% higher when Kingsley Sports Centre is open.

Exported Demand

5.6 The residue of satisfied demand, after retained demand, is exported demand. This is based on Redditch residents who live within the travel time of a swimming pool outside the Borough and use that swimming pool.

5.7 **Key finding 9** is that exported demand is 2,272 visits in the weekly peak period in Run 2. In Run 3, this decreases by 31% to 1,578 visits.

5.8 In 2021 and 2040, the largest exported demand from Redditch is to Bromsgrove, with 1,355 visits in the weekly peak period in Run 1 (58% of all exported demand), 1,274 visits in Run 2 (56%) and 884 visits in Run 3 (56%).

5.9 Exported demand is shown spatially in Map **5.1** for Run 1.

Table 5.3: Export Destination of Redditch Satisfied Demand by Run

Export (visits per week peak period)	RUN 1	RUN 2	RUN 3
Local Authority	2021	2040	2040
Redditch	**2,623**	**2,484**	**3,408**
Birmingham South	93	91	57
Dudley	0	2	2
Solihull	134	140	88
Stratford-on-Avon	759	752	541
Bromsgrove	1,355	1,274	884
Wychavon	11	11	7
Wyre Forest	0	0	0

Note: The figures for Redditch are the level of satisfied demand retained within the Borough.

Map 5.1: Export of Redditch Satisfied Demand for Swimming Run 1 (2021)

FPM exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

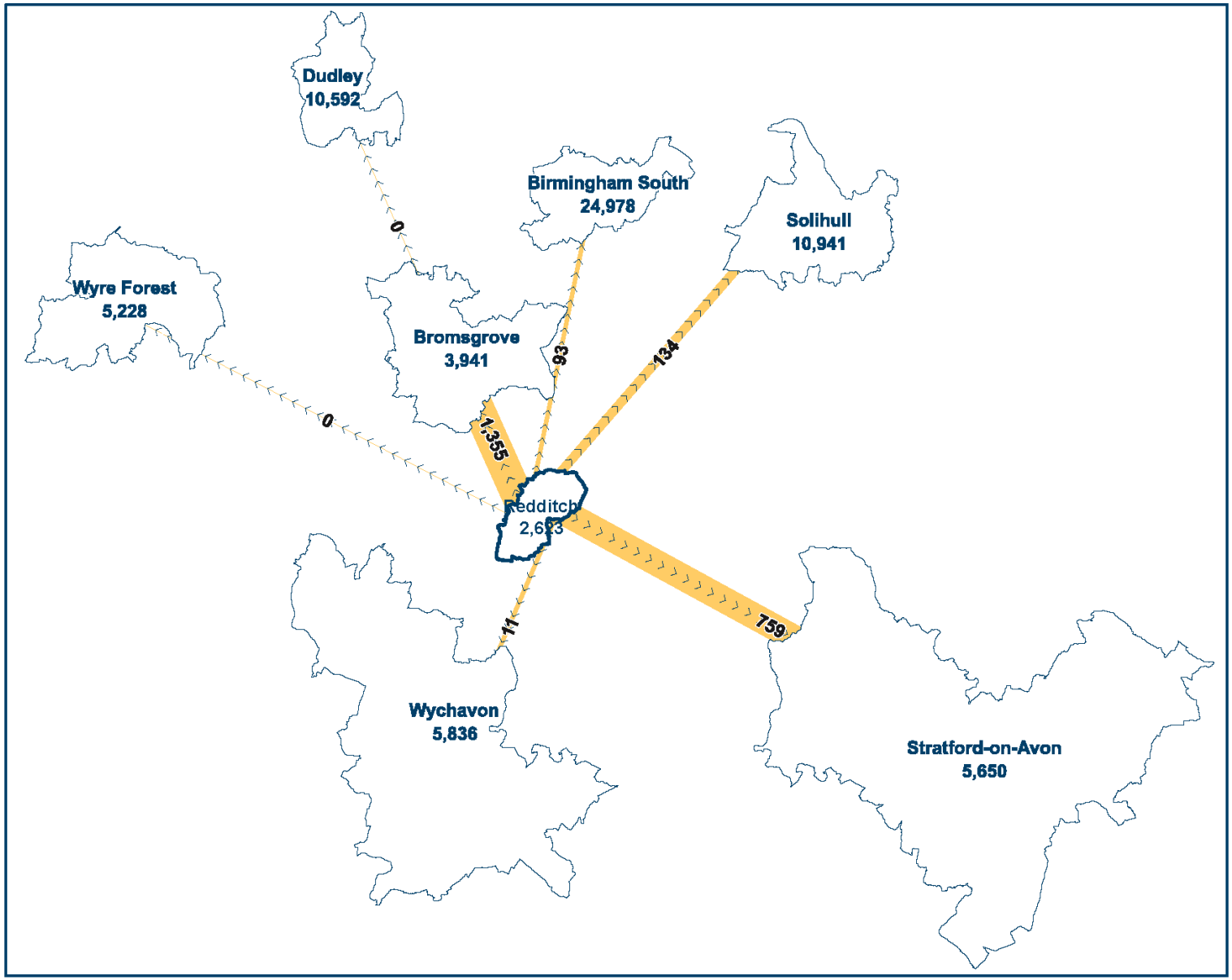
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The amber chevron represents the number of visits that are exported and met in each of the neighbouring local authorities. The figure in the boundaries is the number of visits retained within the authority.



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6. UNMET DEMAND FOR SWIMMING

Key finding 10 is that unmet demand increases from 115 sqm of water in Run 1 to 127 sqm of water in Run 2. In Run 3, unmet demand decreases by 30% to 89 sqm of water.

Key finding 11 is that the majority of unmet demand is too far away from a facility, accounting for 92% of unmet demand in Runs 1 and 3, and 81% in Run 2. However, it accounts for less water space with each subsequent run.

Key finding 12 is that lack of facility capacity accounts for 8% of unmet demand in Run 1, 19% in Run 2 and 9% in Run 3.

Key finding 13 is that, in Run 3, reachable unmet demand is highest in an area south of Abbey Stadium Sports Centre at 70 sqm of water. This is not enough unmet demand to consider building a new swimming pool to improve access for residents in this location.

Table 6.1: Unmet Demand for Swimming in Redditch by Run

Unmet Demand	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Number of visits unmet per week in peak period	700	770	539
Unmet demand as a % of total demand	12.3	13.9	9.8
Equivalent in sqm of water with comfort factor	115	127	89
% of unmet demand due to:			
Facility too far away:	91.7	80.9	91.6
Without access to a car	82.3	72.6	83.1
With access to a car	9.4	8.3	8.6
Lack of facility capacity:	8.4	19.1	8.5
Without access to a car	6.4	13.3	6.7
With access to a car	2.0	5.9	1.7

Definition of unmet demand – This has two parts: demand for swimming pools that cannot be met because:

1. There is too much demand for any particular swimming pool within its catchment area and there is a lack of capacity; or
2. The demand is located too far away from any swimming pool and is then classified as unmet demand.

6.1 Key finding 10 is that unmet demand increases from 115 sqm of water in Run 1 to 127 sqm of water in Run 2. In Run 3, unmet demand decreases by 30% to 89 sqm of water.

6.2 Key finding 11 is that the majority of unmet demand is too far away from a facility, accounting for 92% of unmet demand in Runs 1 and 3, and 81% in Run 2. However, it accounts for less water space with each subsequent run:

- Run 1 – 106 sqm
- Run 2 – 103 sqm
- Run 3 – 82 sqm

6.3 Demand too far away from a swimming pool will always exist because it is not possible to achieve complete spatial coverage whereby all areas of a local authority are within walking distance of a swimming pool and not everyone will want, or is able, to drive the full distance.

6.4 Key finding 12 is that lack of facility capacity accounts for 8% of unmet demand in Run 1, 19% in Run 2 and 9% in Run 3.

Location of Unmet Demand

6.5 Unmet demand is dispersed at low values across the Borough in all runs. It is highest in the northeast of the Borough, at 11 sqm of water in Run 2 for (see Map 6.1) and 9 sqm of water in Run 3 (see Map 6.2).

6.6 Unmet demand is next highest in the area west of Kingsley Sports Centre at 9 sqm of water in Run 2. But this reduces to 3 sqm in Run 3.

Meeting Unmet Demand

6.7 Analysis of the spread of unmet demand shows the level of unmet demand that would be met by a potential new facility in any given location. This 'reachable unmet demand' is calculated for each one-kilometre grid square and is shown thematically in Map 6.3 for Run 3.

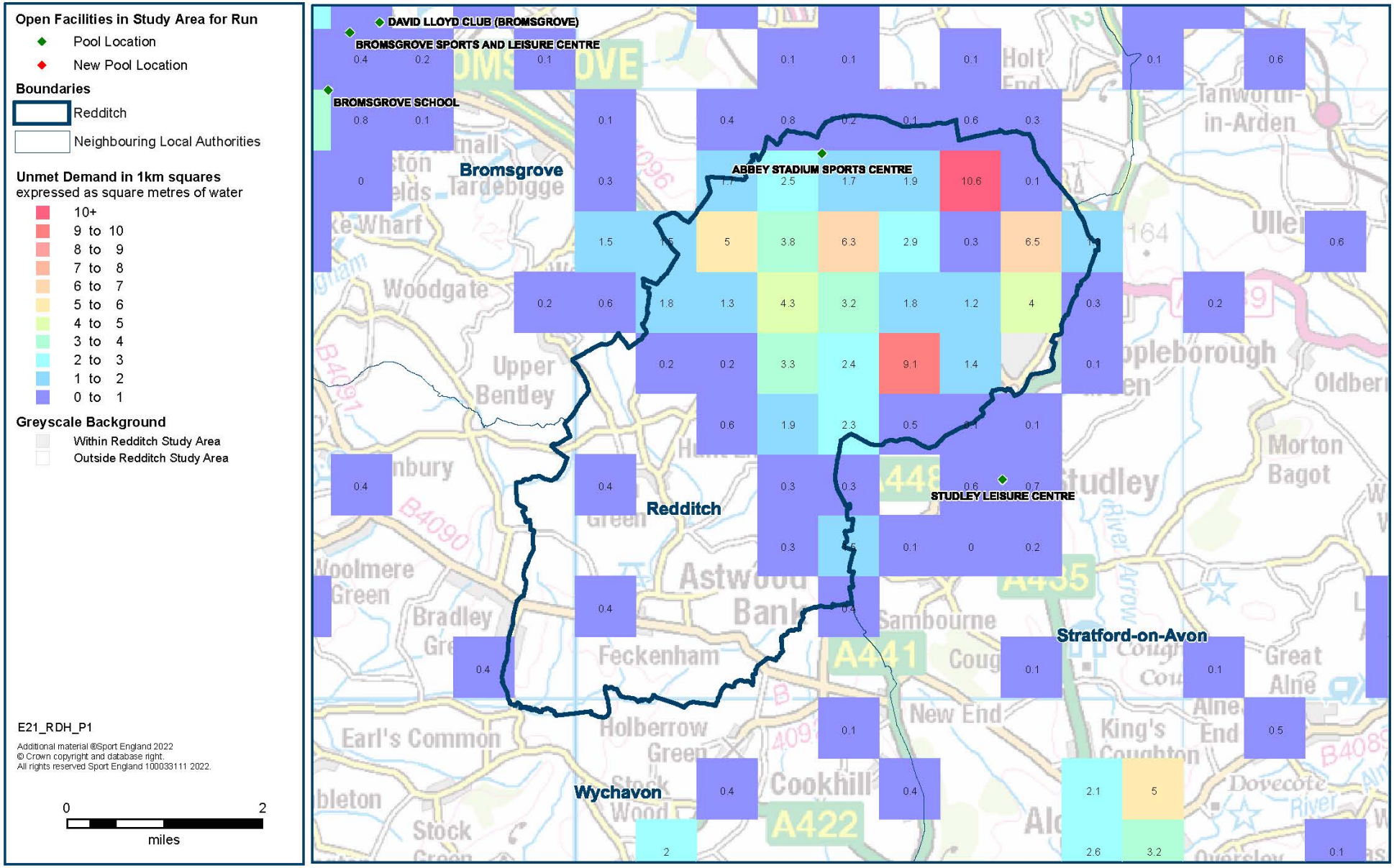
6.8 Accessibility is a major factor in determining reachable unmet demand. Therefore, a location with a good road network has a higher reachable unmet demand than a facility in an area with poor transportation links that make it more difficult for people to move around and get to a facility. It is important to emphasise that reachable unmet demand is not a reflection of need for a particular area.

6.9 Key finding 13 is that, in Run 3, reachable unmet demand is highest in an area south of Abbey Stadium Sports Centre at 70 sqm of water. This is not enough unmet demand to consider building a new swimming pool provision to improve access for residents in this location.

For context, the minimum amount of water space required to justify a new pool would be 160 sqm, which is a 20m x 8m four-lane pool (assuming lane width of 2m).

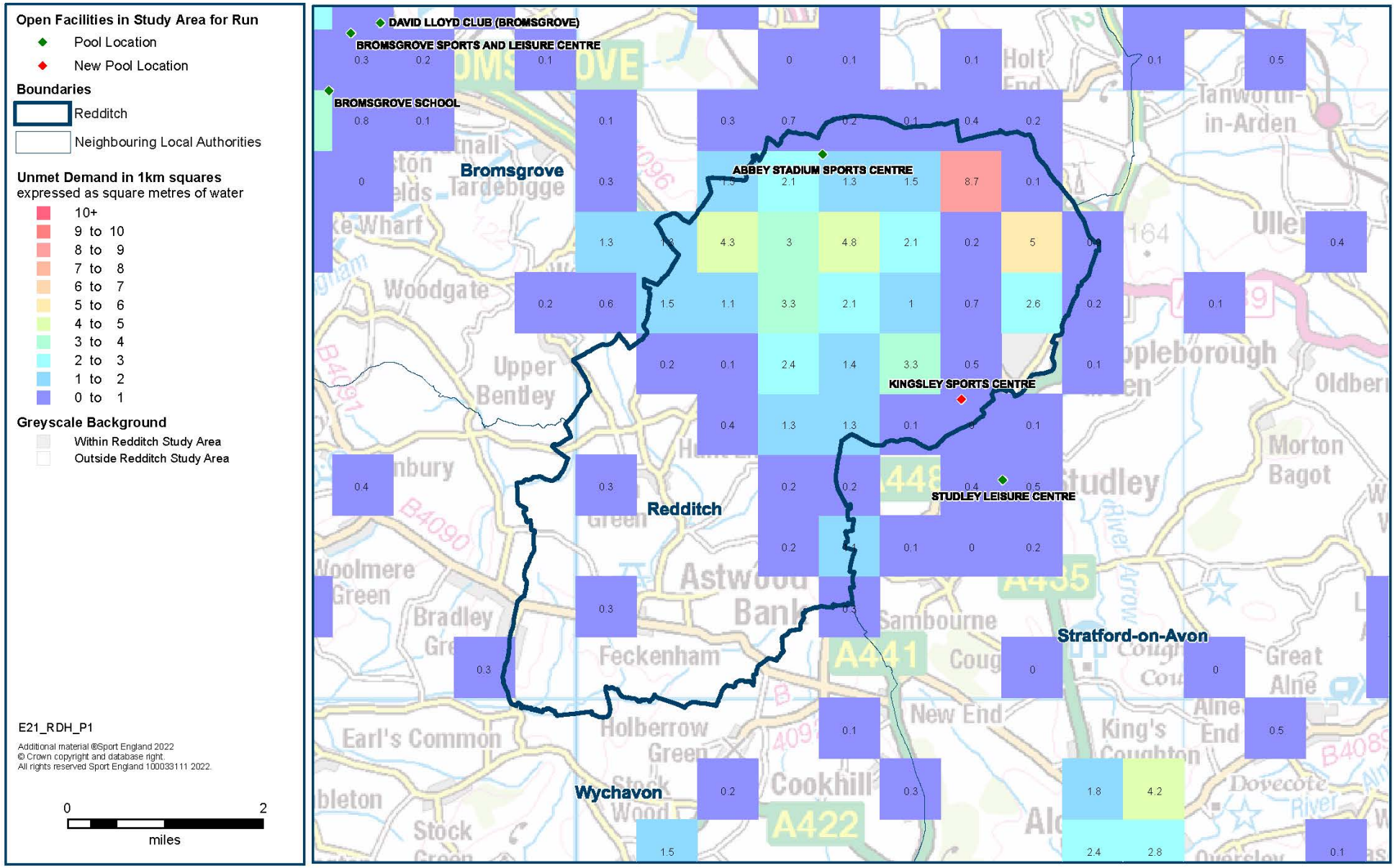
Map 6.1: Unmet Demand for Swimming Pools in Redditch Run 2 (2040)

FPM unmet demand aggregated at 1km square grid expressed as square metres of water and shown thematically (colours).



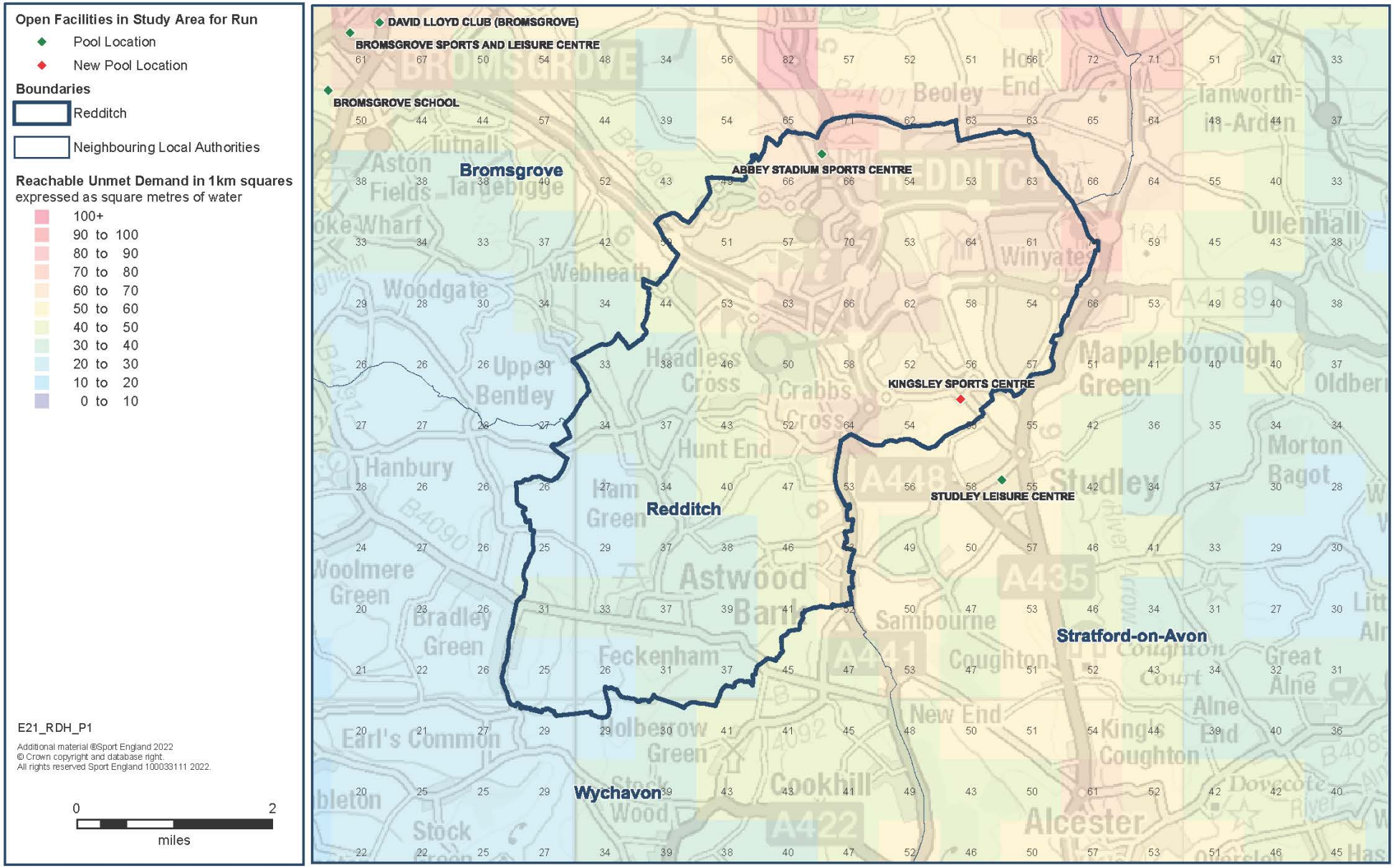
Map 6.2: Unmet Demand for Swimming Pools in Redditch Run 3 (2040)

FPM unmet demand aggregated at 1km square grid expressed as square metres of water and shown thematically (colours).



Map 6.3: Reachable Unmet Demand for Swimming Pools in Redditch Run 3 (2040)

FPM reachable unmet demand aggregated at 1km square grid expressed as square metres of water (figure labels) and shown thematically (colours).



7. USED CAPACITY OF FACILITIES

Key finding 14 is that the estimated used capacity of swimming pools in the Borough in the weekly peak period is 100% in Runs 1 and 2, and 98% in Run 3.

Key finding 15 is that, in Run 2, there are 576 visits in the weekly peak period that cannot be met at Abbey Stadium Sports Centre. This is 19% of the centre's capacity in the weekly peak period. In Run 3, this decreases to 148 visits, which is 5% of Abbey Stadium Sports Centre's capacity.

Key finding 16 is that imported demand is 16% of the used capacity of the current Redditch pools in 2021. This increases to 20% in Run 2 and 26% in Run 3.

Key finding 17 is that the largest amount of imported demand to the Borough is from Bromsgrove, with 205 visits in the weekly peak period in Run 1, increasing to 475 visits in Run 3.

Key finding 18 is that demand imported from Bromsgrove is considerably less than the Redditch demand exported and met at Bromsgrove pools. The difference in greatest in Run 1 at 1,150 visits and smallest in Run 3 at 409 visits.

Table 7.1: Used Capacity of Swimming Pools in Redditch by Run

Used Capacity	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Number of visits used of capacity in weekly peak period	3,113	3,113	4,605
% of overall capacity of pools used	100.0	100.0	98.2
Number of visits imported in weekly peak period	490	629	1,197
Visits imported as a % of used capacity	15.7	20.2	26.0
Difference between visits imported and exported	-1,864	-1,643	-381

Definition of used capacity – This is a measure of usage at swimming pools and estimates how well used or how full facilities are. The FPM is designed to include a 'comfort factor,' beyond which the venues are too full. The pool itself becomes too crowded to swim comfortably, and the changing and circulation areas also become too congested. In the model, Sport England assumes that usage above 70% of capacity is busy and that the swimming pool is operating at an uncomfortable level.

7.1 **Key finding 14** is that the estimated used capacity of swimming pools in the Borough in the weekly peak period is 100% in in Runs 1 and 2, and 98% in Run 3.

7.2 The estimated used capacity of Abbey Stadium Sports Centre is 100% in the weekly peak period in all three runs. Kingsley Sports Centre is 95% utilised in Run 3. These are very

busy pools, operating above the Sport England comfort level of 70% utilisation at peak times.

Table 7.2: Used Capacity of Redditch Swimming Pools in Percentages by Run

Utilised Capacity	RUN 1	RUN 2	RUN 3
Individual Sites	2021	2040	2040
Abbey Stadium Sports Centre	100	100	100
Kingsley Sports Centre	-	-	95

7.3 There are several reasons for the high estimated used capacity. Often it is difficult to identify which of these reasons apply because several could be interacting simultaneously, but variation is generally caused by any of the following factors (more detail is provided in subsequent paragraphs):

- The type of site operator (public/commercial).
- The level of demand within the travel-time limit from the site and reachable from other pools.
- The scale of the swimming pool.
- The age of the pool and its 'attractiveness' weighting.
- Imported demand.

7.4 Public leisure centres are more utilised because of their 'draw effect'. Public leisure centres:

- Are accessible for public and swimming club use.
- Have the longest opening hours and are proactively managed to encourage and support swimming participation and physical activity. Abbey Stadium Sports Centre main pool is available for the maximum 52.5 hours in the weekly peak period. Availability of the learner pool is 45 hours in the weekly peak period. Kingsley Sports Centre is modelled to re-open with 52.5 hours available for community use.
- Unlike commercial swimming pools, do not require payment of a monthly membership fee.
- Provide for all activities, learn to swim, recreational swimming, lane and fitness swimming, and swimming development by clubs.

7.5 It is important to consider the scale of the swimming pool site when looking at estimated used capacity. Abbey Stadium Sports Centre has a 25m six-lane pool and a 10m x 6.5m learner pool. It can accommodate 3,113 visits per week in the peak period. Kingsley Sports Centre has a 20m four-lane pool and a weekly peak period capacity of 1,575 visits. Therefore, while both centres have almost the same percentage figure for used capacity, Abbey Stadium Sports Centre accommodates a much higher level of use.

7.6 All swimming pools in the model are weighted to reflect their age, condition and whether they have been modernised. This is to assess their comparative attractiveness to customers.

7.7 The estimated used capacity is influenced by all these inter-related reasons (including imported demand reviewed below) and should be reviewed with the facility operator.

Swimming Pools with 100% of Pool Capacity Used

7.8 When the finding is that a swimming pool is estimated to be full, the FPM tries to re-allocate demand to other swimming pools within the same travel-time area. This is an iterative process and continues until there is no more capacity at the other swimming pool sites to absorb demand. This is known as 'demand re-distributed after initial allocation'.

7.9 **Key finding 15** is that, in Run 2, there are 576 visits in the weekly peak period that cannot be met at Abbey Stadium Sports Centre. This is 19% of the centre's capacity in the weekly peak period. In Run 3, this decreases to 148 visits, which is 5% of Abbey Stadium Sports Centre's capacity.

Table 7.3: Visits Re-distributed After Initial Allocation by Run

Visits Redistributed	RUN 1	RUN 2	RUN 3	Capacity (visits in weekly peak period)
Individual Sites	2021	2040	2040	
Abbey Stadium Sports Centre	-337	-576	-148	3,113
Kingsley Sports Centre	-	-	321	1,575

Note: A negative figure shows the visits that cannot be met at the site. A positive figure shows the number of visits that have been re-allocated to them.

Summary of Findings and Used Capacity

7.10 Given the used capacity findings, the question to pose is:

Do the findings indicate there is a need to increase swimming pool provision in the Borough?

7.11 The answer is yes, for the following reasons:

- Despite the finding that Redditch's demand for swimming is projected to decrease by 3% between 2021 and 2040 (see Section 3: Demand for Swimming Pools), Abbey Stadium Sports Centre is estimated to have 100% used capacity in the weekly peak period in 2021 and 2040, and Kingsley Sports Centre is 95% utilised when it re-opens.
- Furthermore, there are 148 visits in the weekly peak period that would like to access Abbey Stadium Sports Centre when Kingsley Sports Centre is re-opened but cannot because it is full, which is 5% of Abbey Stadium Sports Centre's capacity.
- Retained demand is 68% of satisfied demand when Kingsley Sports Centre is re-opened, and the number of visits retained increases by 37% (see Section 5: Satisfied Demand for Swimming).
- The only scope to increase supply and capacity at the two sites is limited to increasing the hours available for learn to swim by 7.5 hours at Abbey Stadium Sports Centre (see Section 2: Swimming Pool Supply).

7.12 The option for increasing provision is set out in the Executive Summary, under the Interventions and Next Steps heading.

Imported Demand

7.13 Imported demand is set out under Used Capacity. If residents of neighbouring local authority areas swim at a site in Redditch, their usage becomes part of the used capacity of Redditch's swimming pools.

7.14 **Key finding 16** is that imported demand is 16% of the used capacity of the current Redditch pools in Run 1. This increases to 20% in Run 2 and 26% in Run 3.

7.15 **Key finding 17** is that the largest amount of imported demand to the Borough is from Bromsgrove, with 205 visits in the weekly peak period in Run 1, increasing to 475 visits in Run 3.

Table 7.4: Import Origin of Visits to Swimming Pools in Redditch by Run

Import (visits per week peak period)	RUN 1	RUN 2	RUN 3
Local Authority	2021	2040	2040
Redditch	**2,623**	**2,484**	**3,408**
Birmingham South	125	120	195
Dudley	1	0	1
Solihull	9	9	18
Stratford-on-Avon	114	134	417
Bromsgrove	205	328	475
Wychavon	33	34	86
Wyre Forest	0	0	1

Note: The figures for Redditch represent the used capacity of the Borough's pools by its residents.

7.16 Imported demand is shown spatially in in Map **7.1** for Run 3 (2040).

Import/Export Balance

7.17 Overall, Redditch is a net exporter of demand. In Runs 1 and 2, the difference is more than 1,600 visits in the weekly peak period, but this reduces to 381 visits in Run 3.

7.18 **Key finding 18** is that demand imported from Bromsgrove is considerably less than the Redditch demand exported and met at Bromsgrove pools. The difference in greatest in Run 1 at 1,150 visits and smallest in Run 3 at 409 visits.

Map 7.1: Imported Demand Visits per Week in the Peak Period Run 3 (2040)

FPM imported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period (vpwpp).

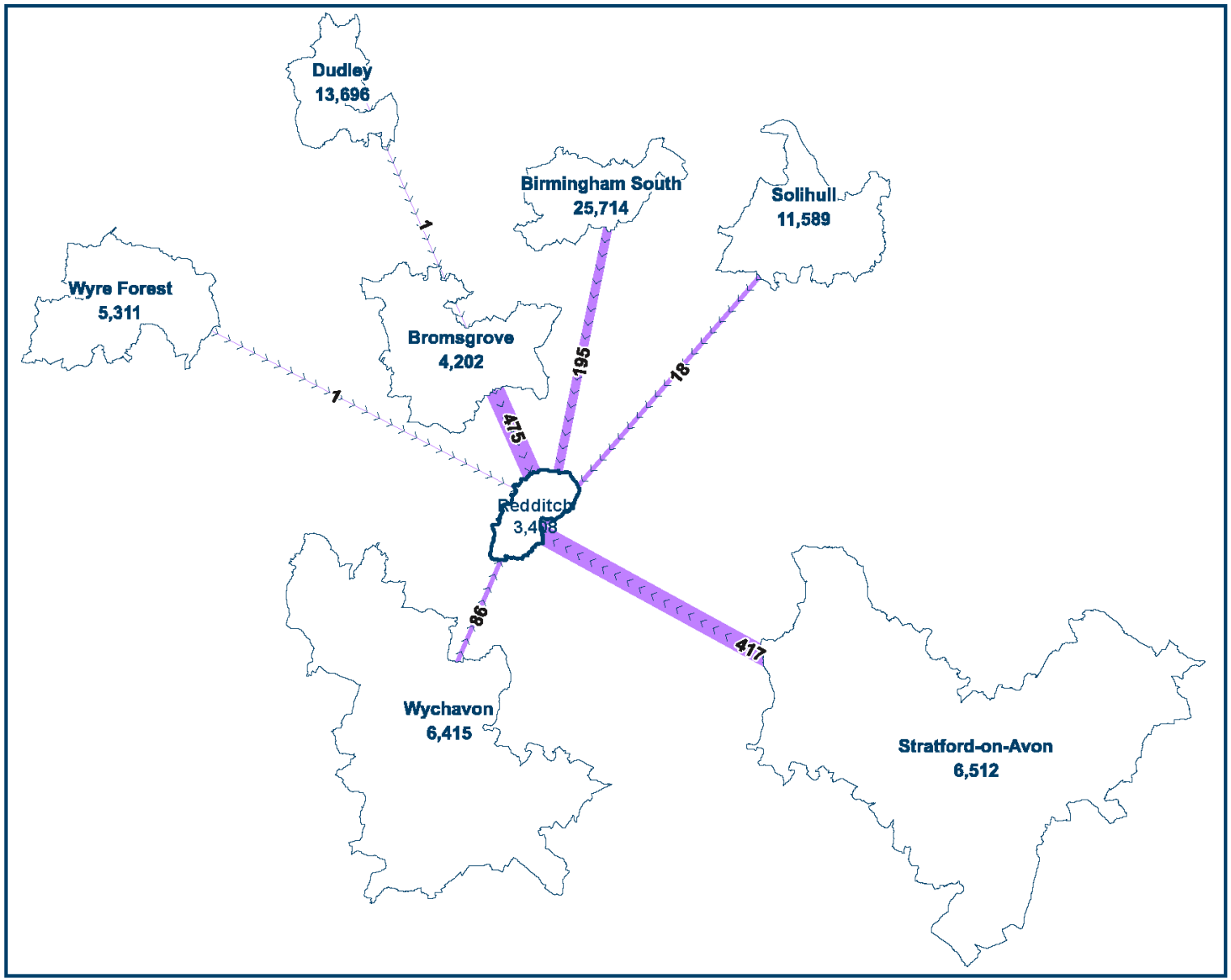
Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export

The figure within the purple chevron shows the number of visits imported from the neighbouring local authorities. The figure within the boundaries is the capacity used by the local authority's residents.



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8. LOCAL SHARE OF FACILITIES

Table 8.1: Local Share of Swimming Pools in Redditch by Run

Local Share	RUN 1	RUN 2	RUN 3
Redditch	2021	2040	2040
Local Share: <1 supply less than demand, >1 supply greater than demand	0.87	0.52	0.56

Definition of local share – This helps show which areas have a better or worse share of facility provision. It considers the size, availability and quality of facilities, and travel modes. Local share is useful for looking at 'equity' of provision. Local share is the available capacity that people want to visit in an area, divided by the demand for that capacity in the area. Local share decreases as facilities age.

8.1 Local share shows how access and share of swimming pools differs across the local authority area, as follows:

- A value of 1 means that the level of supply just matches demand.
- A value of less than 1 indicates a shortage of quality supply.
- A value greater than 1 indicates a surplus.

8.2 Overall, local share identifies the areas of the Borough where the share of swimming pools is better and worse. The intervention is to try and increase access for residents in the areas with the poorest access to swimming pools.

8.3 In all three runs, as a Borough-wide average, there is not enough quality provision that the demand can access. In Run 1, local share is 0.87, decreasing to 0.52 in Run 2 because of the significant aging of the facilities between 2021 and 2040, making the facilities less attractive. Share increases to 0.56 in Run 3 with an increase in supply because of the opening of Kingsley Sports Centre. However, because of the age of Kingsley Sports Centre, there is only a minor increase in local share in Run 3 compared to Run 2.

Geographical Distribution of Local Share

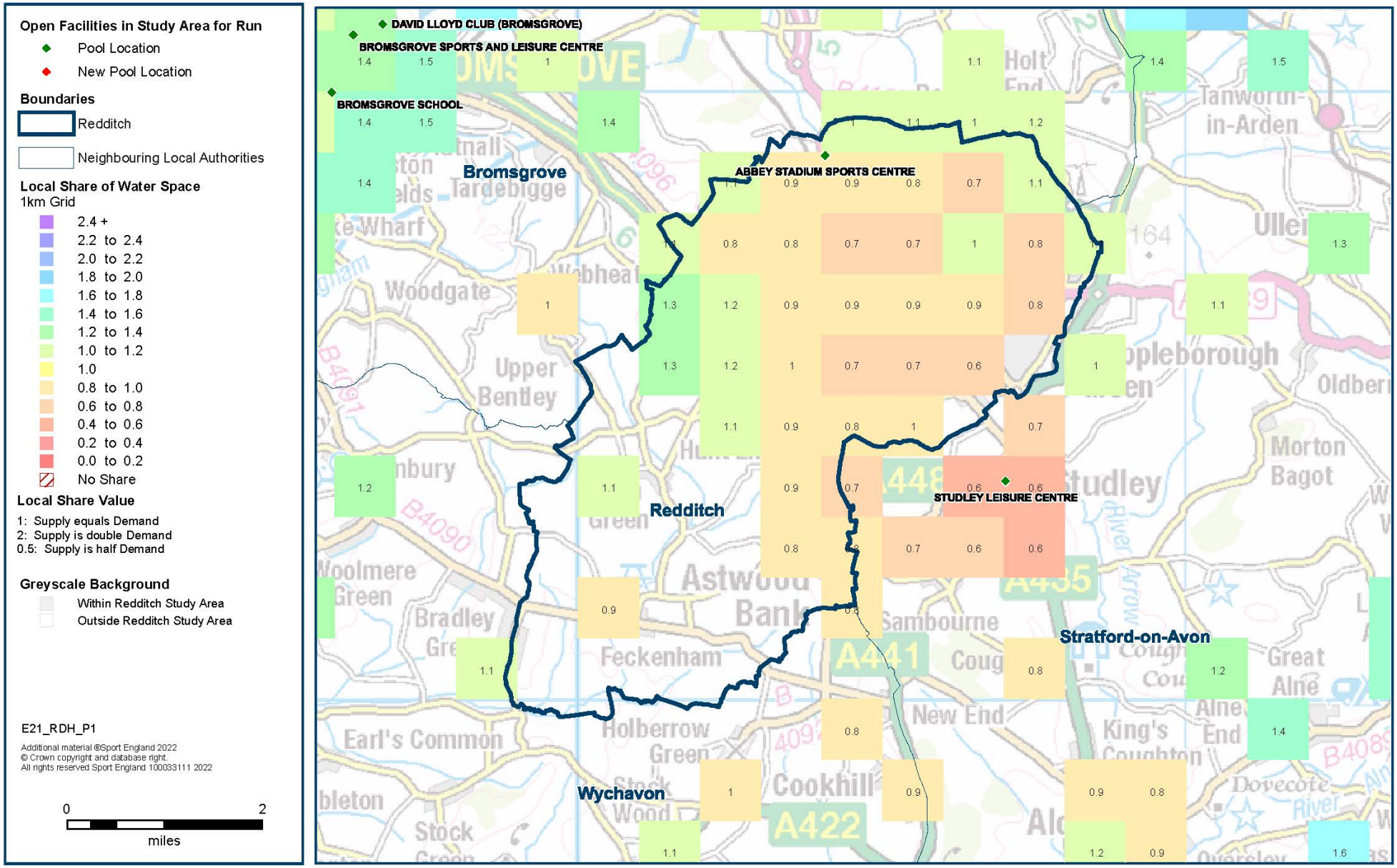
8.4 In Run 1, there is a contrasting picture of share across the Borough (see Map **8.1**). In the green areas (values 1.0–1.4), demand can access more than enough quality provision.

8.5 In Run 2, demand in all areas of the Borough cannot access enough quality supply (see Map **8.2**). Share is poorest in the area with the light-red square (value 0.4).

8.6 In Run 3, despite Kingsley Sports Centre being open, demand across the Borough still cannot access enough quality supply (see Map **8.3**).

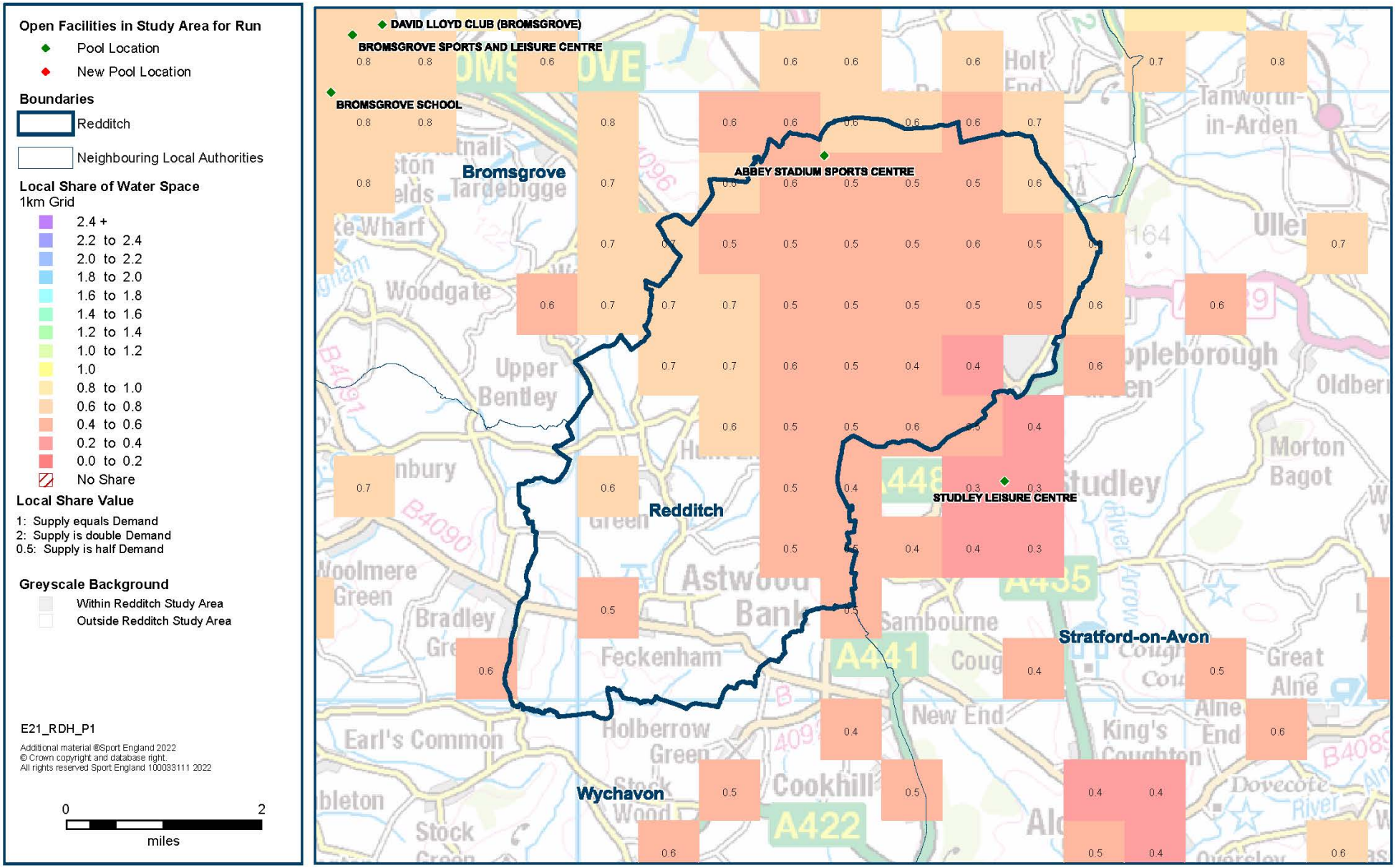
Map 8.1: Local Share of Swimming Pools Redditch Run 1 (2021)

FPM share of water divided by demand aggregated at 1km square and shown thematically (colours).



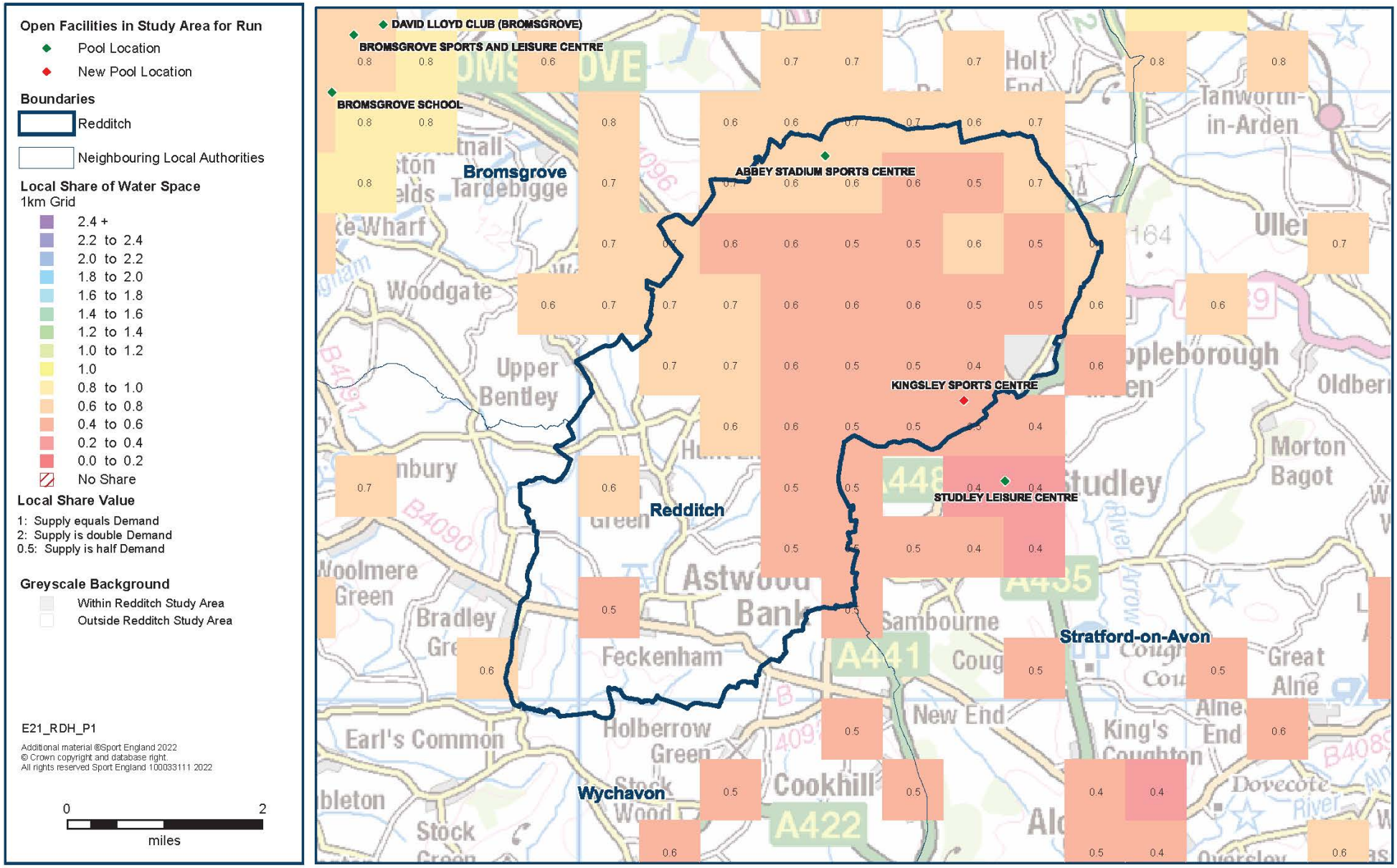
Map 8.2: Local Share of Swimming Pools in Redditch Run 2 (2040)

Facilities Planning Model share of water divided by demand. Data outputs shown thematically (colours) and aggregated at 1km square (figure labels).



Map 8.3: Local Share of Swimming Pools in Redditch Run 3 (2040)

Facilities Planning Model share of water divided by demand. Data outputs shown thematically (colours) and aggregated at 1km square (figure labels).



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Comparative Measure of Provision

8.7 A comparative measure of swimming pool provision is water space per 1,000 population.

Table 8.2: Water Space per 1,000 Population by Area and Run

Water space per 1,000 population	RUN 1	RUN 2	RUN 3
Local Authority	2021	2040	2040
Redditch	**4.3**	**4.3**	**6.4**
Birmingham South	9.8	9.1	9.1
Dudley	6.5	8.3	8.3
Solihull	16.6	15.1	15.1
Stratford-on-Avon	11.4	9.4	9.4
Bromsgrove	11.6	10.2	10.2
Wychavon	9.4	7.9	7.9
Wyre Forest	9.2	8.5	8.5
WEST MIDLANDS TOTAL	11.0	10.1	10.2
ENGLAND TOTAL	11.9	11.0	11.0

8.8 Redditch has the lowest provision of water space per 1,000 population of all the local authorities in the study area and by a considerable margin. It is 4.3 sqm of water per 1,000 population in Runs 1 and 2, increasing to 6.4 sqm in Run 3.

8.9 The next lowest level of provision is in Dudley, at 6.5 sqm of water per 1,000 population in Run 1, increasing to 8.3 sqm of water in Runs 2 and 3.

8.10 The highest provision is in Solihull, with 16.6 sqm of water per 1,000 population in Run 1, and 15.1 sqm in Runs 2 and 3, more than twice the provision in Redditch.

8.11 The Redditch provision is also below the regional and England averages in all three runs.

8.12 The findings on water space per 1,000 population are reported because some local authorities like to compare their quantitative provision with others; however, it does not set a standard of provision, and should not be used as such.

8.13 The supply and demand assessment and evidence base for swimming pools in the Borough is based on the findings analysed in this report in Sections 2 to 8.

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APPENDIX 1: SWIMMING POOLS IN NEIGHBOURING AUTHORITIES INCLUDED IN THE ASSESSMENT

Site	Operation	Facility Type	Dimensions (m)	Area (sqm)	Year Built	Year Refurb
Birmingham South						
Archbishop Ilsley Catholic School	Public	Main	17 x 10	170	1950	
Cocks Moors Woods Leisure Centre	Public	Leisure	25 x 13	313	1987	
Edgbaston High School for Girls	Public	Main	23 x 10	229	1998	2008
Fox Hollies Leisure Centre	Public	Main	25 x 12	300	1986	2003
Fox Hollies Leisure Centre		Learner	12 x 5	60		
Harborne Pool and Fitness Centre	Public	Main	25 x 13	325	2012	
Harborne Pool and Fitness Centre		Learner	13 x 8	104		
King Edward VI Camp Hill School for Girls	Public	Main	25 x 13	313	1975	2007
King Edward VI High School for Girls	Public	Main	23 x 10	228	1965	1986
King Edward's School	Public	Main	25 x 15	375	1985	
Linden Road Instruction Pool	Public	Main	19 x 9	171	1935	2010
Moseley Road Baths	Public	Main	21 x 10	213	1907	2012
Northfield Leisure Centre	Public	Main	25 x 13	325	2018	
Northfield Leisure Centre		Learner	12 x 10	120		
Nuffield Health (Birmingham Rubery)	Comm.	Main	25 x 6	150	2000	2007
Sparkhill Swimming Pool and Fitness	Comm.	Main	25 x 13	325	2017	
Sparkhill Swimming Pool and Fitness		Learner	13 x 8	104		
Stechford Leisure Centre	Public	Main	25 x 13	325	2018	
Stechford Leisure Centre		Learner	20 x 13	260		
The Blue Coat School	Public	Main	25 x 10	250	1997	
University of Birmingham Sport and Fitness	Public	Main	50 x 17	850	2017	
Dudley						
Crystal Leisure Centre	Public	Main	25 x 10	250	1990	2009
Crystal Leisure Centre		Leisure	24 x 20	480		
David Lloyd Club (Dudley)	Comm.	Main	25 x 15	375	2001	
Dudley Leisure Centre (Run 1 only)	Public	Main	25 x 10	250	1978	2004
Dudley Leisure Centre (Run 1 only)		Learner	10 x 5	50		
Duncan Edwards Leisure Centre (Runs 2 and 3)	Public	Main	25 x 17	425	2022	
Duncan Edwards Leisure Centre (Runs 2 and 3)		Learner	17 x 7	116.2		
Halesowen Leisure Centre (Runs 2 and 3)	Public	Main	33 x 12	400	1963	2022
Halesowen Leisure Centre (Runs 2 and 3)		Learner	15 x 9	135		
Pedmore High School	Public	Main	20 x 8	150	1965	2003
Summerhill School	Public	Main	25 x 8	200	2003	
The Crestwood School	Public	Main	20 x 6	120	1958	
Village Gym (Dudley)	Comm.	Main	25 x 10	250	2000	
Solihull						
Bannatyne Health Club (Solihull)	Comm.	Main	20 x 8	150	1997	2004
Club Moativation (Solihull)	Comm.	Main	17 x 10	170	1990	2005
David Lloyd Club (Solihull Cranmore)	Comm.	Main	25 x 13	313	1998	2022
David Lloyd Club (Solihull Cranmore)		Learner	13 x 13	156		
David Lloyd Club (Solihull Fitness)	Comm.	Main	25 x 8	200	1998	
Livingwell Health Club (Birmingham Metropole)	Comm.	Main	20 x 20	400	1995	2005

North Solihull Sports Centre	Public	Main	33 x 13	426	1979	2008
North Solihull Sports Centre		Learner	17 x 8	128		
Saint Martin's School	Public	Main	25 x 8	200	2003	
Smiths Wood Academy	Public	Main	20 x 7	140	2008	
Solihull School	Public	Main	24 x 9	204	1970	2008
Tudor Grange Leisure Centre	Public	Main	25 x 18	450	2008	2018
Tudor Grange Leisure Centre		Learner	12 x 8	96		
Tudor Grange Leisure Centre		Diving	12 x 8	96		
Village Gym (Solihull)	Comm.	Main	20 x 9	180	2009	
Virgin Active Club (Solihull)	Comm.	Main	25 x 11	263	2001	
Virgin Active Club (Solihull)		Learner	11 x 7	74		
Stratford-on-Avon						
Bannatyne Health Club and Spa (Wildmoor)	Comm.	Main	20 x 8	160	2005	
Shipston Leisure Centre	Comm.	Main	25 x 10	250	2005	
Southam Leisure Centre	Public	Main	25 x 10	250	1988	2004
Stratford Leisure Centre	Public	Main	33 x 12	396	1975	2015
Stratford Leisure Centre		Learner	12 x 10	120		
Studley Leisure Centre	Public	Main	20 x 9	180	1971	2002
Vital Health & Wellbeing (Alveston Manor)	Comm.	Main	18 x 9	162	2003	
Bromsgrove						
Bromsgrove School	Public	Main	25 x 9	225	1989	2012
Bromsgrove Sports and Leisure Centre	Public	Main	25 x 13	325	2017	
Bromsgrove Sports and Leisure Centre		Learner	20 x 7	140		
David Lloyd Club (Bromsgrove)	Comm.	Main	25 x 13	325	2002	2015
Spindles Health Club (Bromsgrove)	Comm.	Main	18 x 9	162	1990	1996
Wychavon						
David Lloyd Club (Worcester)	Comm.	Main	25 x 12	300	2012	
Droitwich Spa Leisure Centre	Public	Main	25 x 13	325	1995	
Evesham Leisure Centre	Public	Main	25 x 11	275	2009	
Evesham Leisure Centre		Learner	12 x 7	84		
Pershore Leisure Centre	Public	Main	25 x 11	275	2002	
Wyre Forest						
Holy Trinity School	Public	Main	23 x 9	207	1965	2012
Mercure Bewdley The Heath Hotel	Comm.	Main	25 x 10	250	1990	
Mercure Bewdley The Heath Hotel		Learner	4 x 4	16		
Wyre Forest Leisure Centre	Public	Main	25 x 13	325	2016	
Wyre Forest Leisure Centre		Learner	15 x 10	150		

APPENDIX 2: MAPS

Swimming Pools Coverage Run 1

Swimming Pools Coverage Run 2

Swimming Pools Coverage Run 3

Demand Run 1

Demand Run 2

Demand Run 3

Unmet Demand Run 1

Unmet Demand Run 2

Unmet Demand Run 3

Reachable Unmet Demand Run 1

Reachable Unmet Demand Run 2

Reachable Unmet Demand Run 3

Local Share Run 1

Local Share Run 2

Local Share Run 3

Import/Export Run 1

Import/Export Run 2

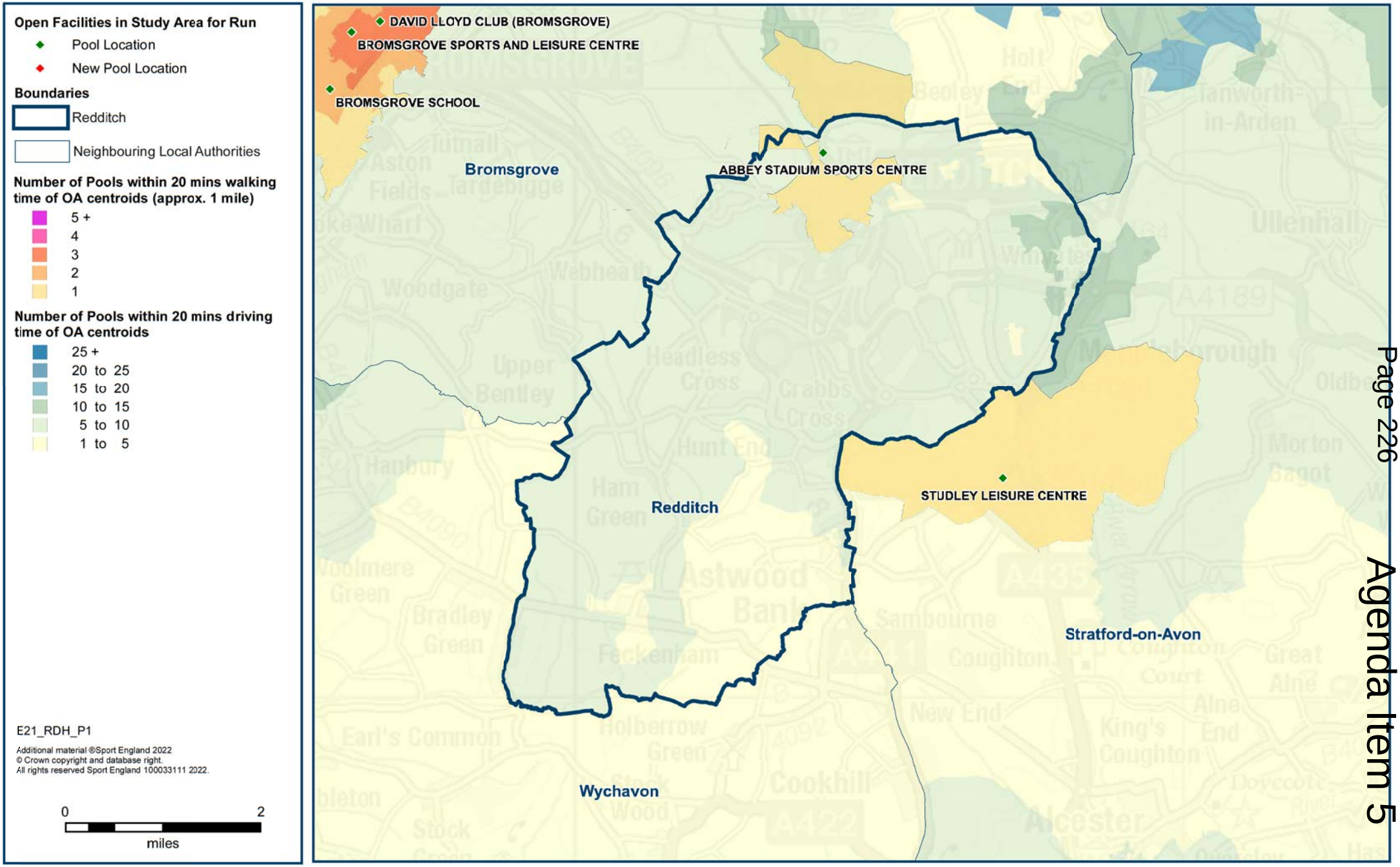
Import/Export Run 3

SPORT ENGLAND

Facility Planning Model - Pools Coverage for Redditch

Run 1: Existing Position - Year 2021

Coverage shown thematically (colours) at output area (OA) level expressed as the number of pools within 20 minutes travel time of output area centroid.

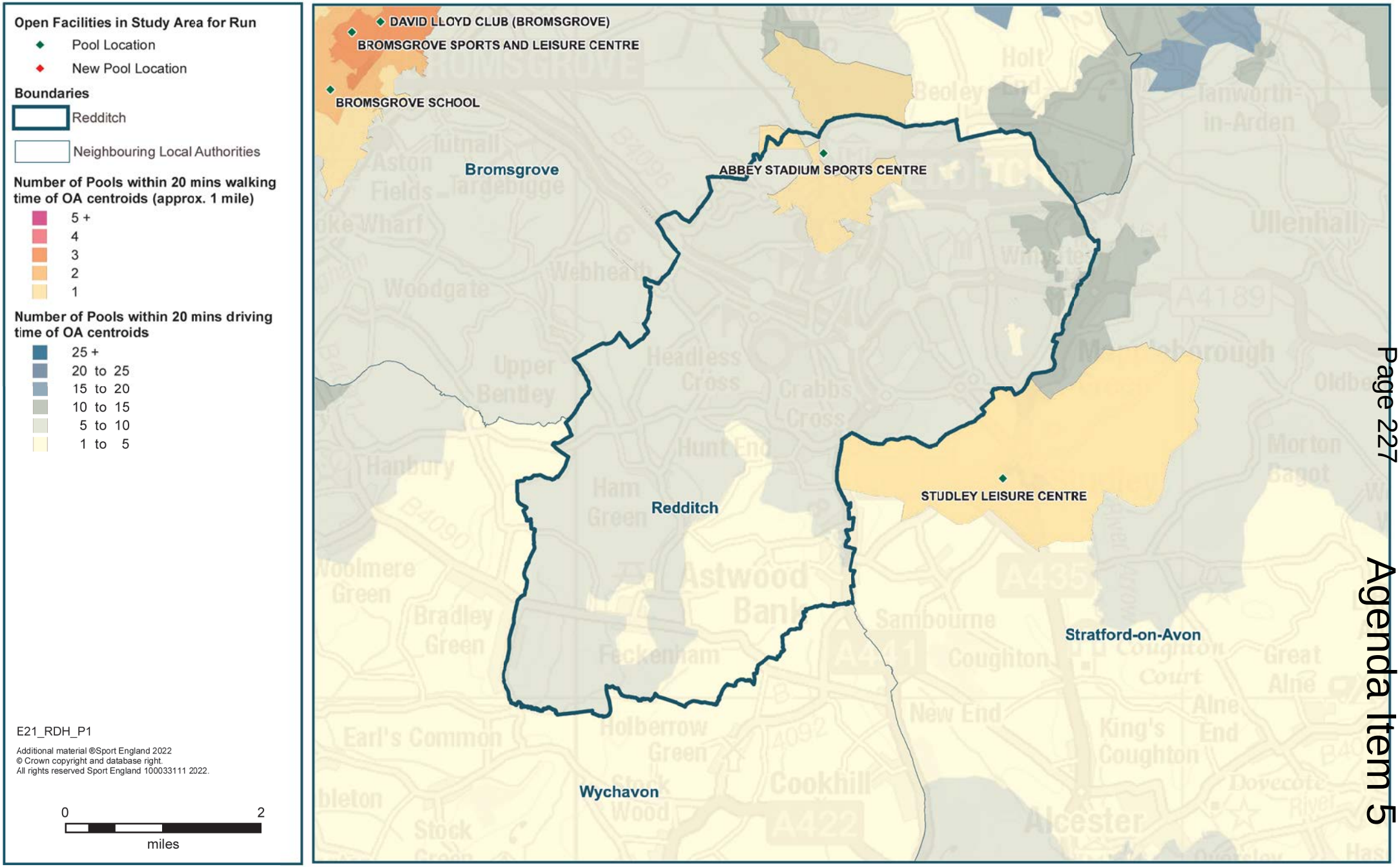


SPORT ENGLAND

Facility Planning Model - Pools Coverage for Redditch

Run 2: Existing Provision - Year 2040

Coverage shown thematically (colours) at output area (OA) level expressed as the number of pools within 20 minutes travel time of output area centroid.

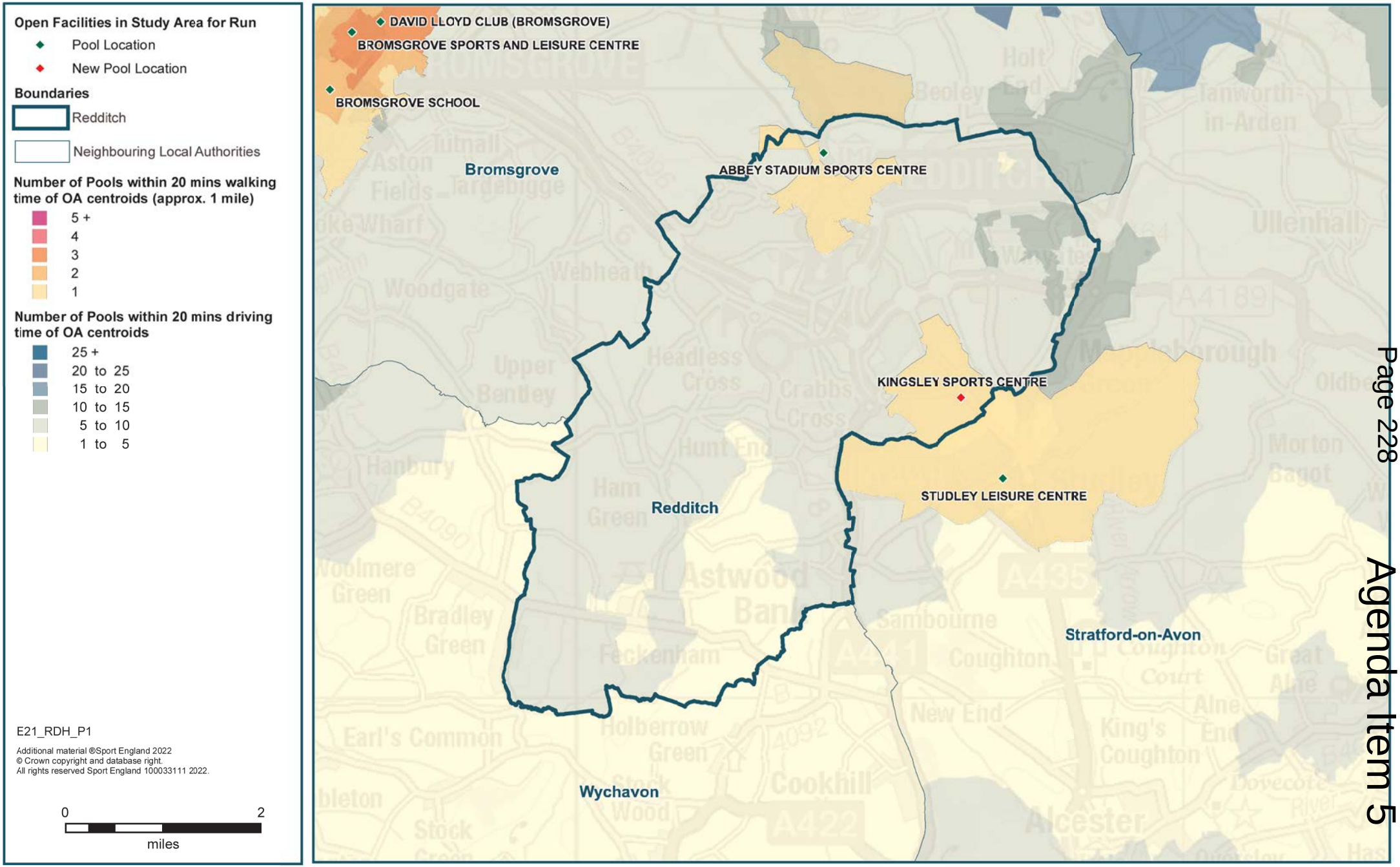


SPORT ENGLAND

Facility Planning Model - Pools Coverage for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

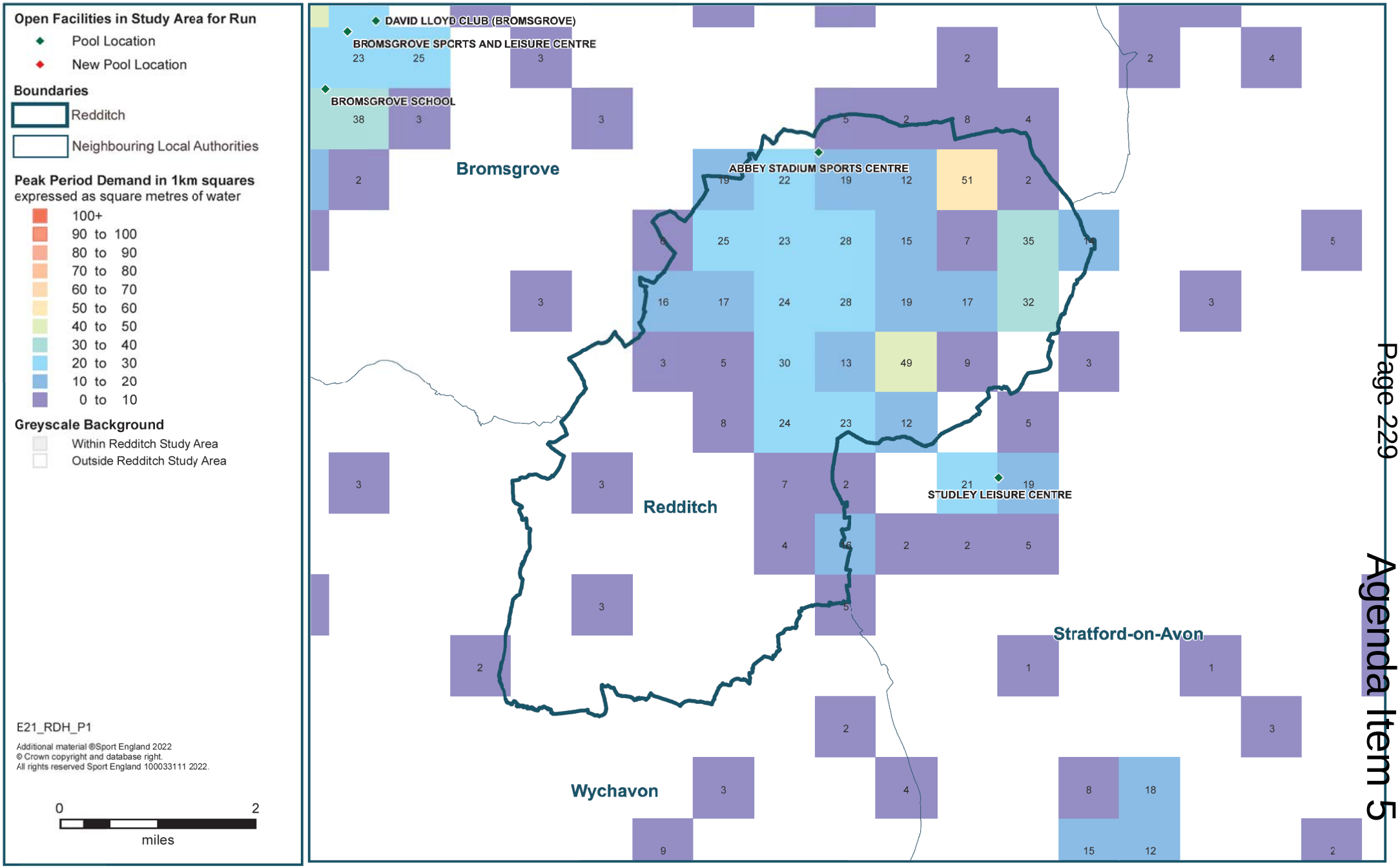
Coverage shown thematically (colours) at output area (OA) level expressed as the number of pools within 20 minutes travel time of output area centroid.



Facility Planning Model - Pools Demand for Redditch

Run 1: Existing Position - Year 2021

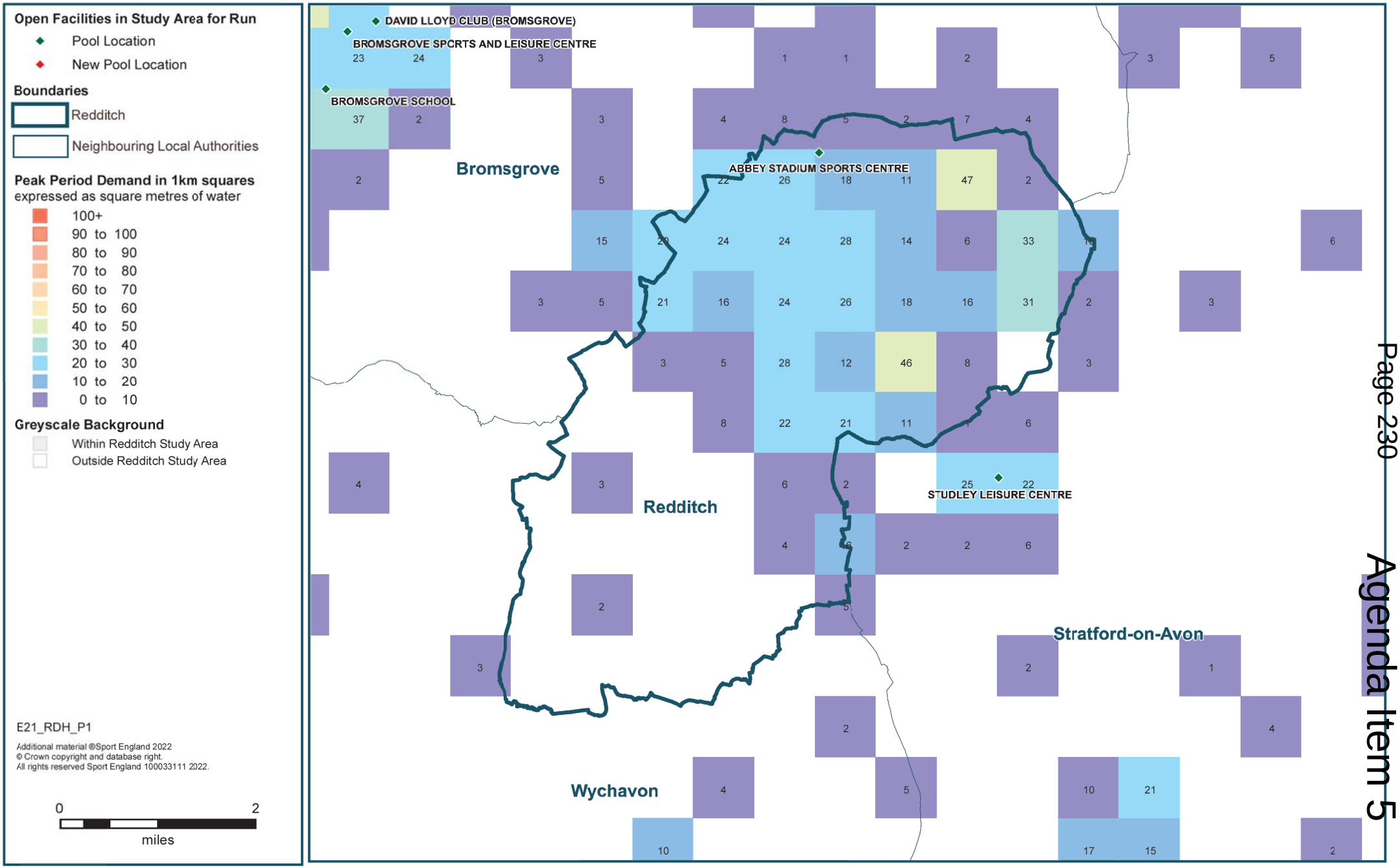
Peak period demand aggregated at 1km square grid expressed as square meters of water (figure labels) and shown thematically (colours)..



Facility Planning Model - Pools Demand for Redditch

Run 2: Existing Provision - Year 2040

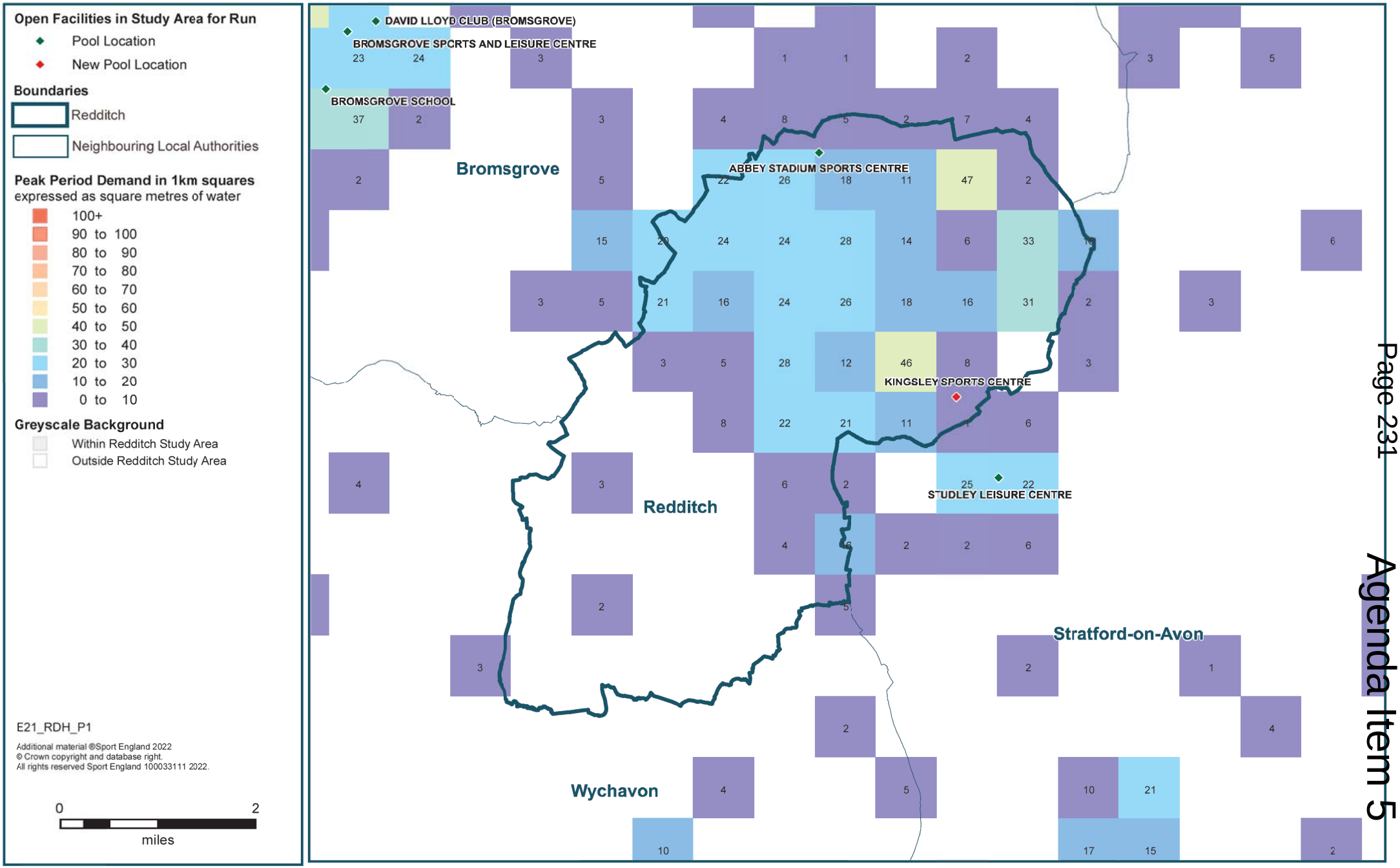
Peak period demand aggregated at 1km square grid expressed as square meters of water (figure labels) and shown thematically (colours)..



Facility Planning Model - Pools Demand for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

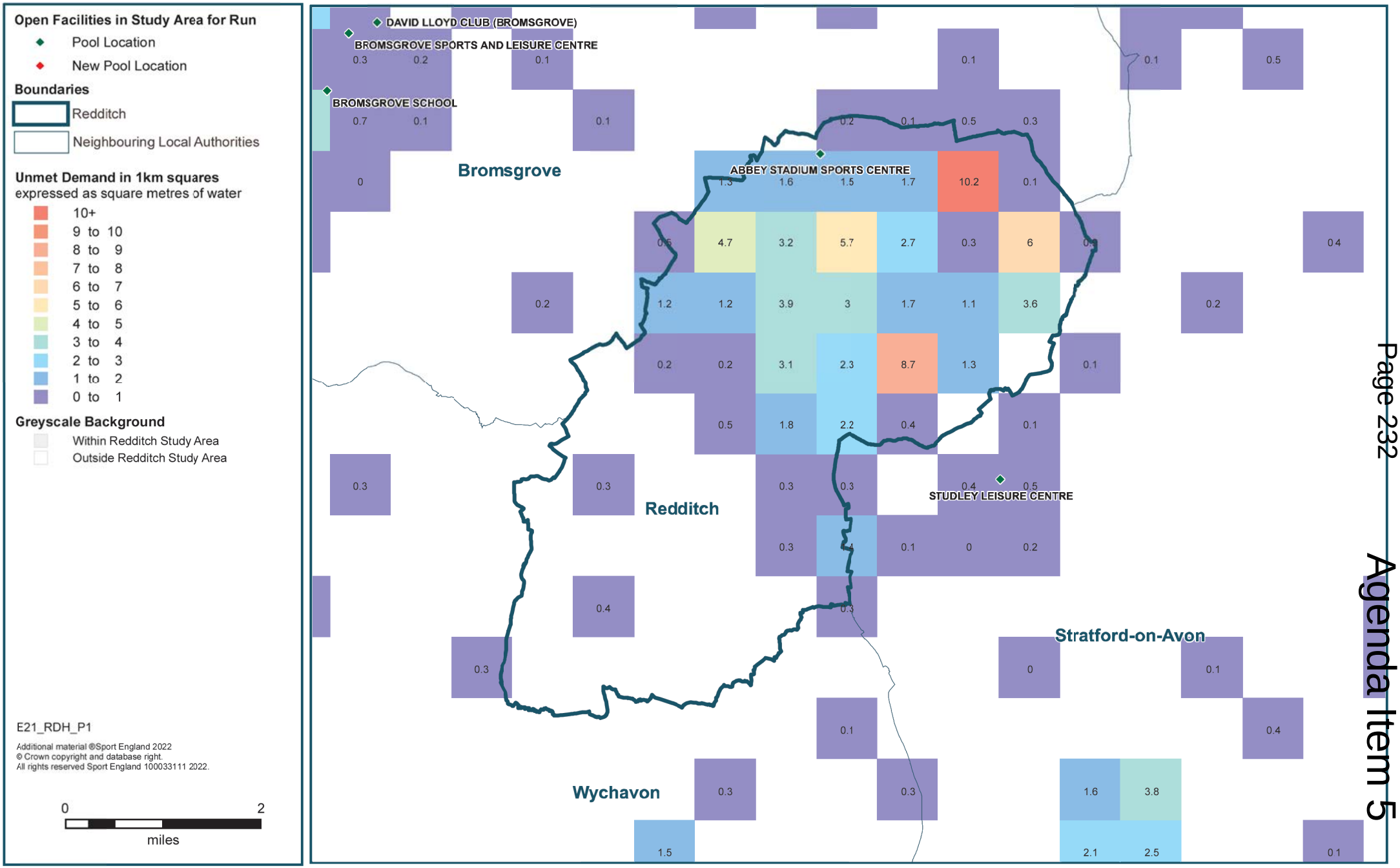
Peak period demand aggregated at 1km square grid expressed as square meters of water (figure labels) and shown thematically (colours)..



Facility Planning Model - Pools Unmet Demand for Redditch

Run 1: Existing Position - Year 2021

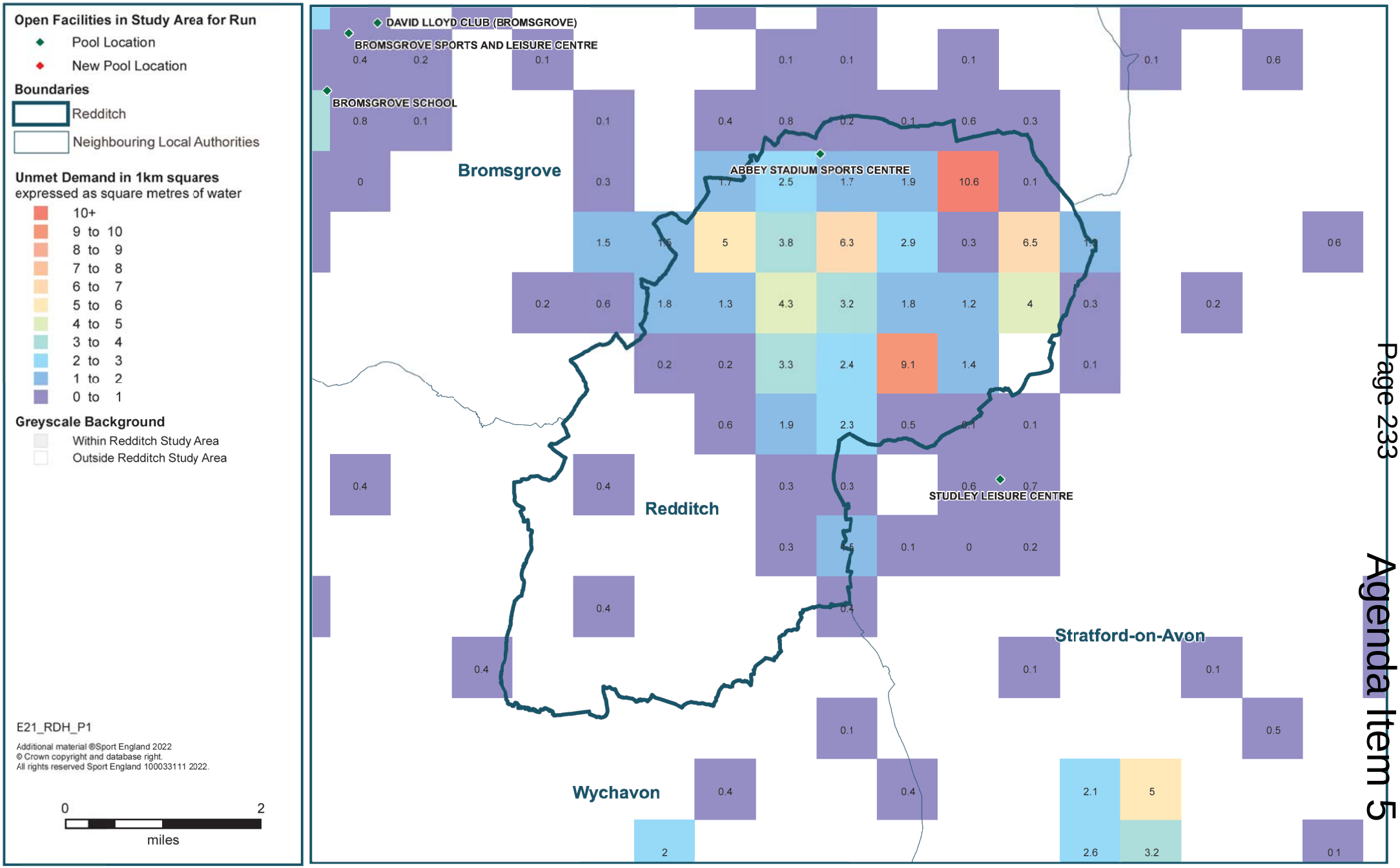
Unmet demand aggregated at 1km square grid expressed as sqm of water (figure labels) and shown thematically (colours).



Facility Planning Model - Pools Unmet Demand for Redditch

Run 2: Existing Provision - Year 2040

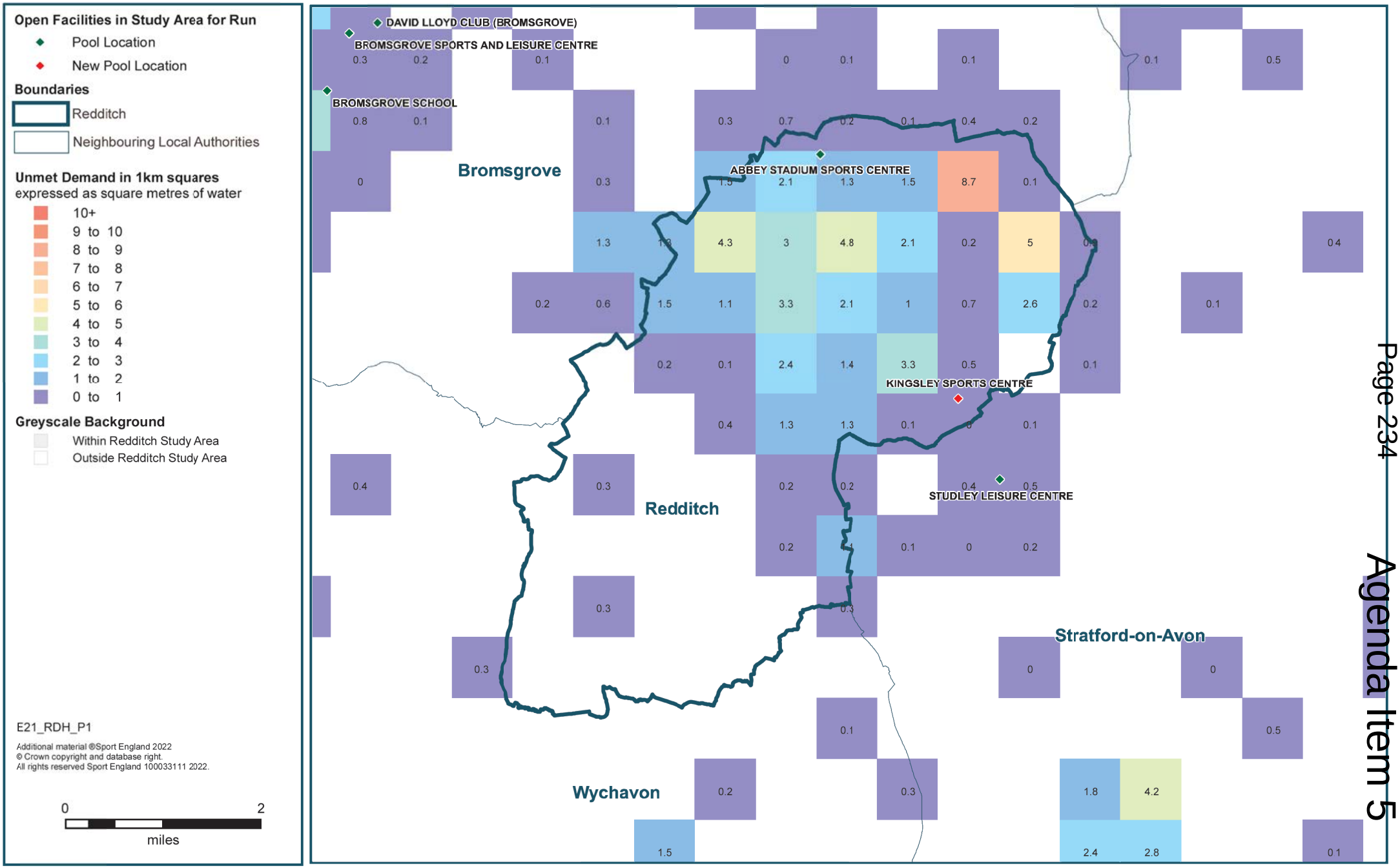
Unmet demand aggregated at 1km square grid expressed as sqm of water (figure labels) and shown thematically (colours).



Facility Planning Model - Pools Unmet Demand for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

Unmet demand aggregated at 1km square grid expressed as sqm of water (figure labels) and shown thematically (colours).

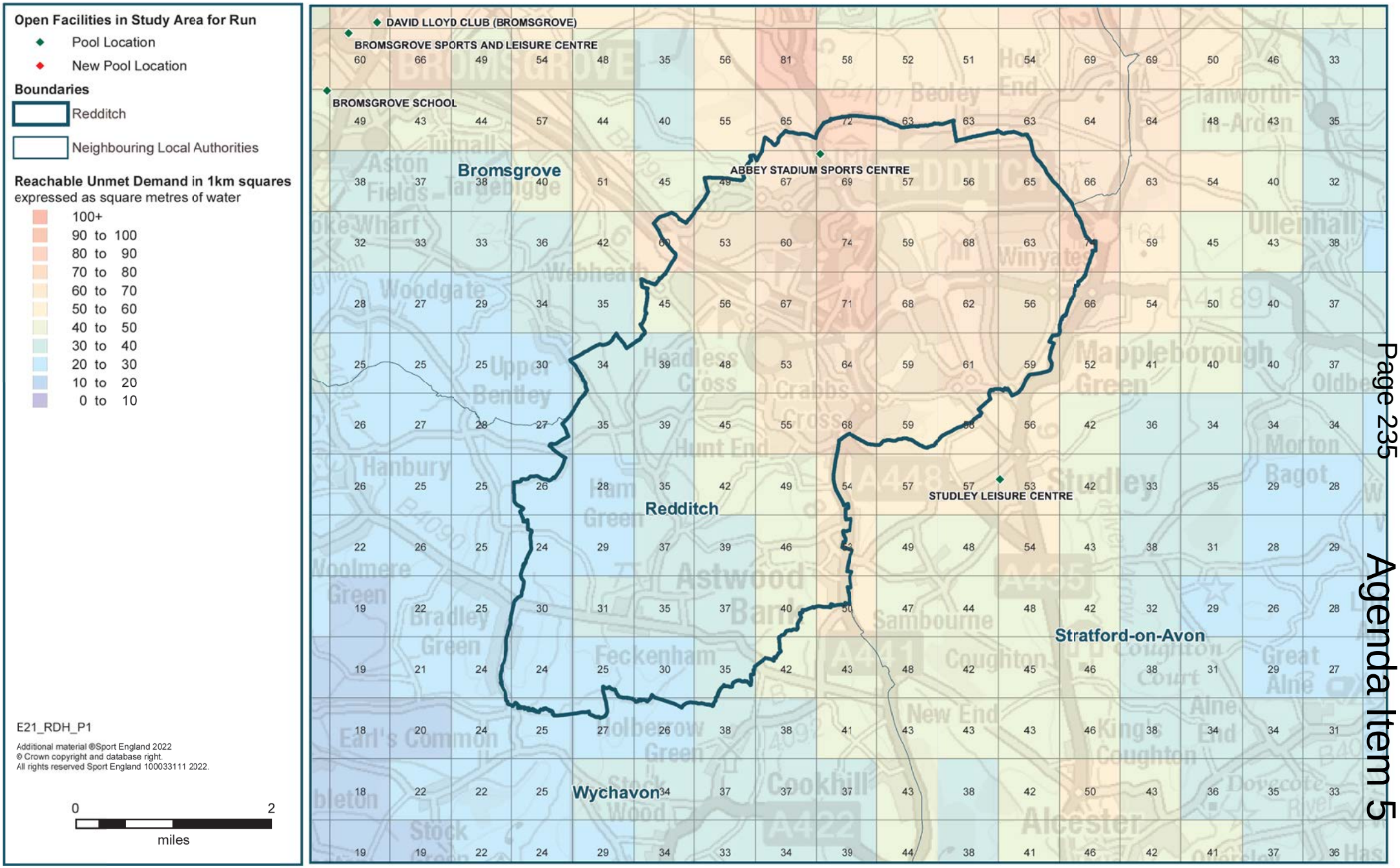


SPORT ENGLAND

Facility Planning Model - Pools Reachable Unmet Demand for Redditch

Run 1: Existing Position - Year 2021

Reachable unmet demand aggregated at 1km square grid expressed in sqm of water (figure labels) and shown thematically (colours).

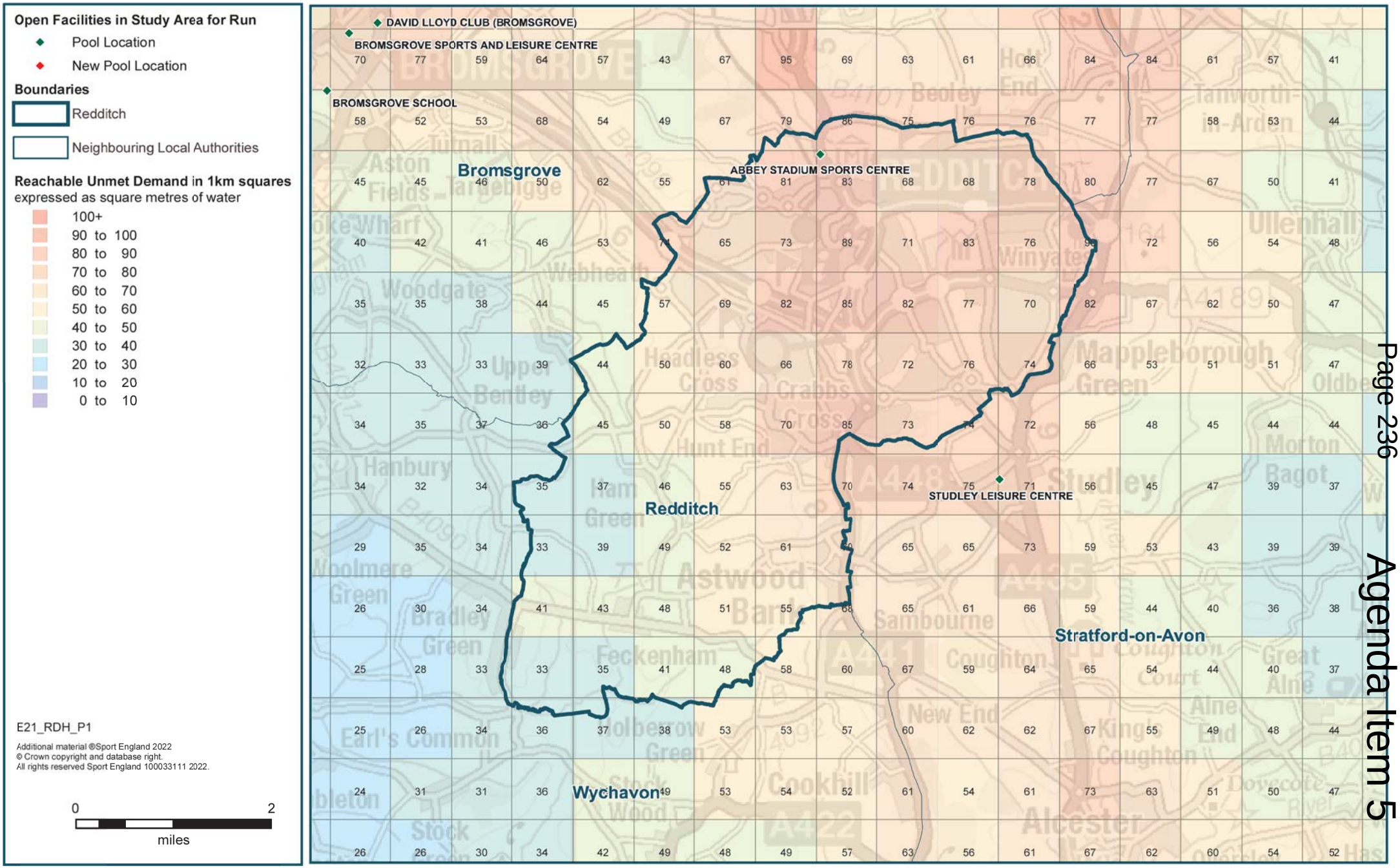


SPORT ENGLAND

Facility Planning Model - Pools Reachable Unmet Demand for Redditch

Run 2: Existing Provision - Year 2040

Reachable unmet demand aggregated at 1km square grid expressed in sqm of water (figure labels) and shown thematically (colours).

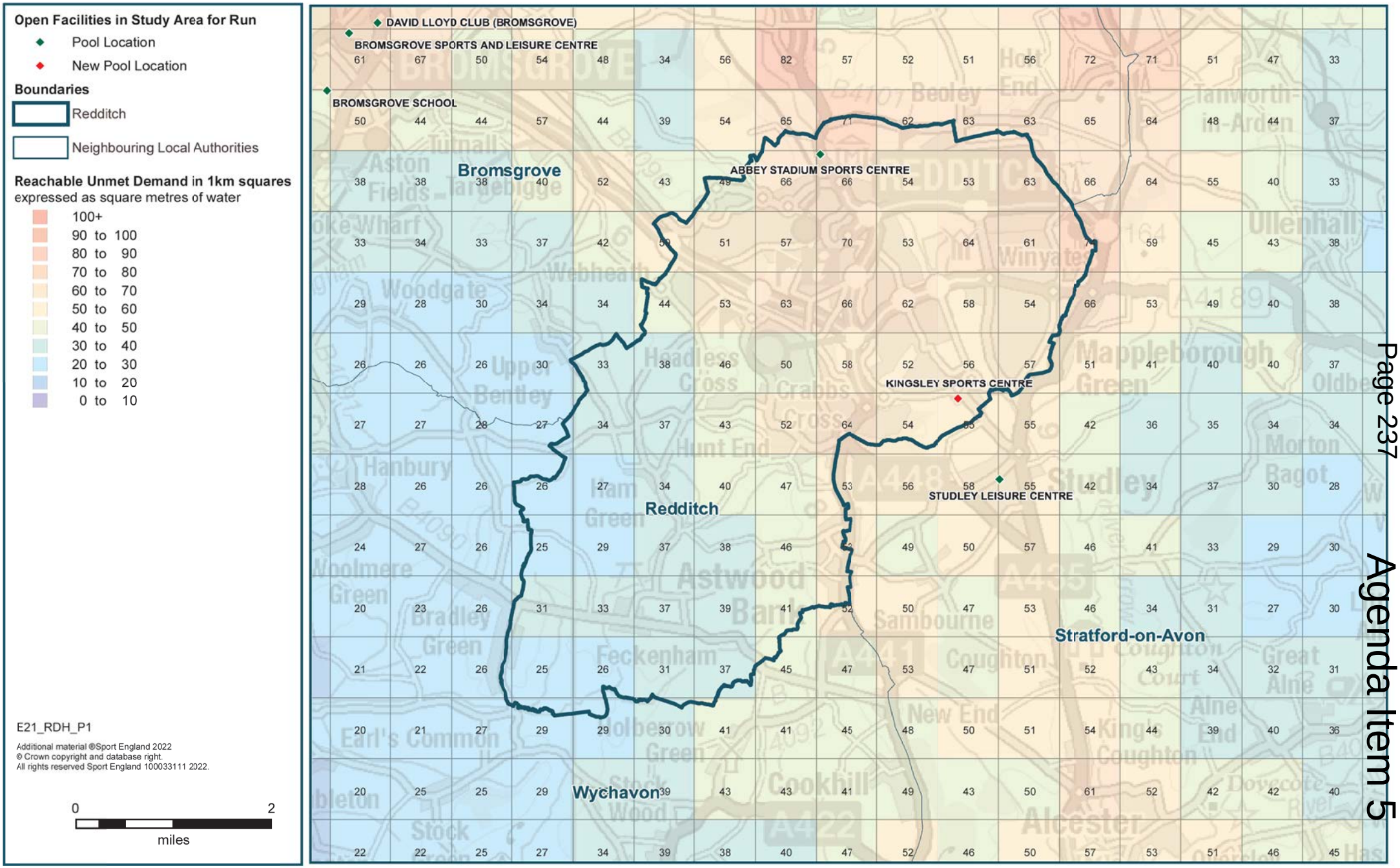


SPORT ENGLAND

Facility Planning Model - Pools Reachable Unmet Demand for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

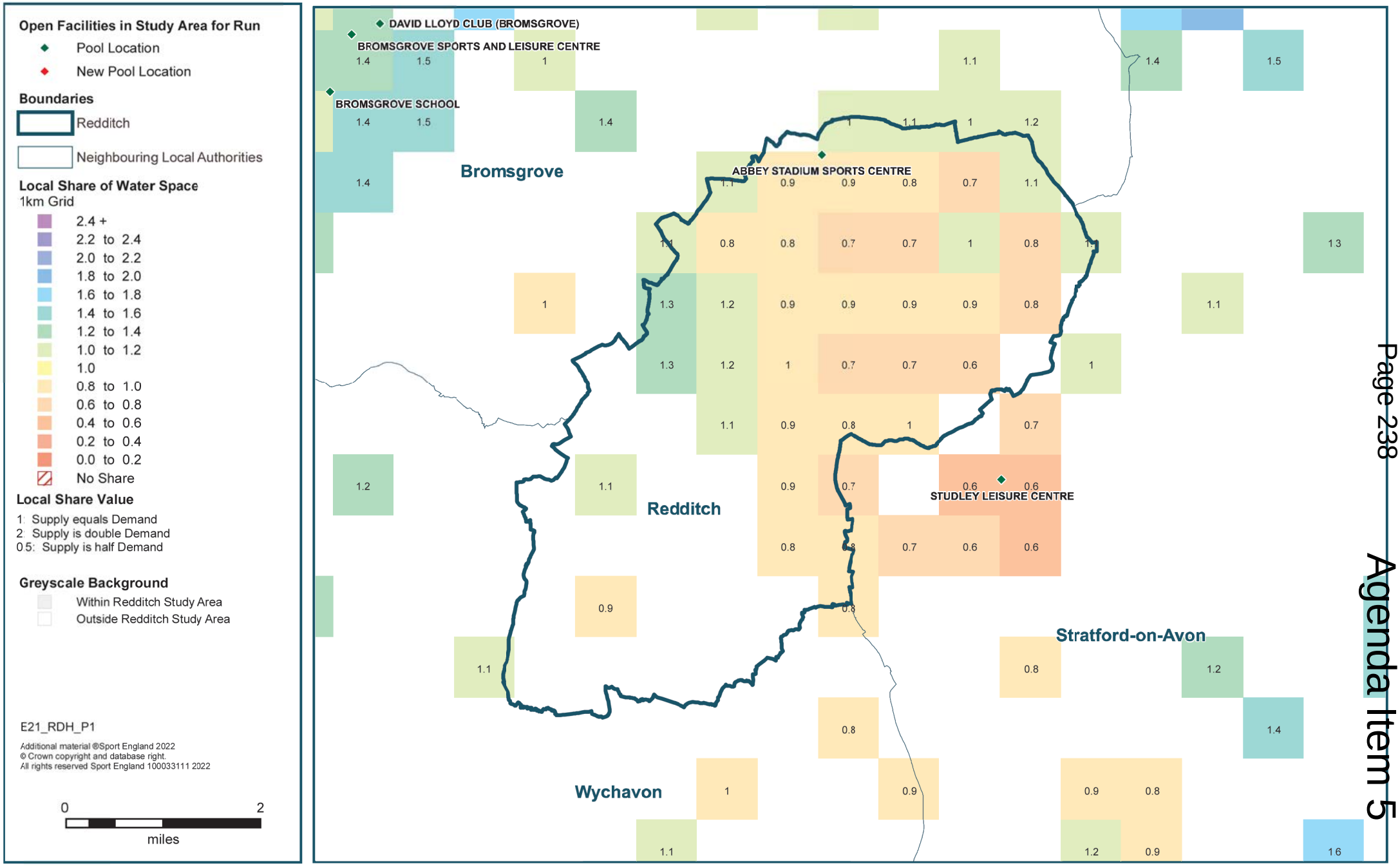
Reachable unmet demand aggregated at 1km square grid expressed in sqm of water (figure labels) and shown thematically (colours).



Facility Planning Model - Pools Local Share for Redditch

Run 1: Existing Position - Year 2021

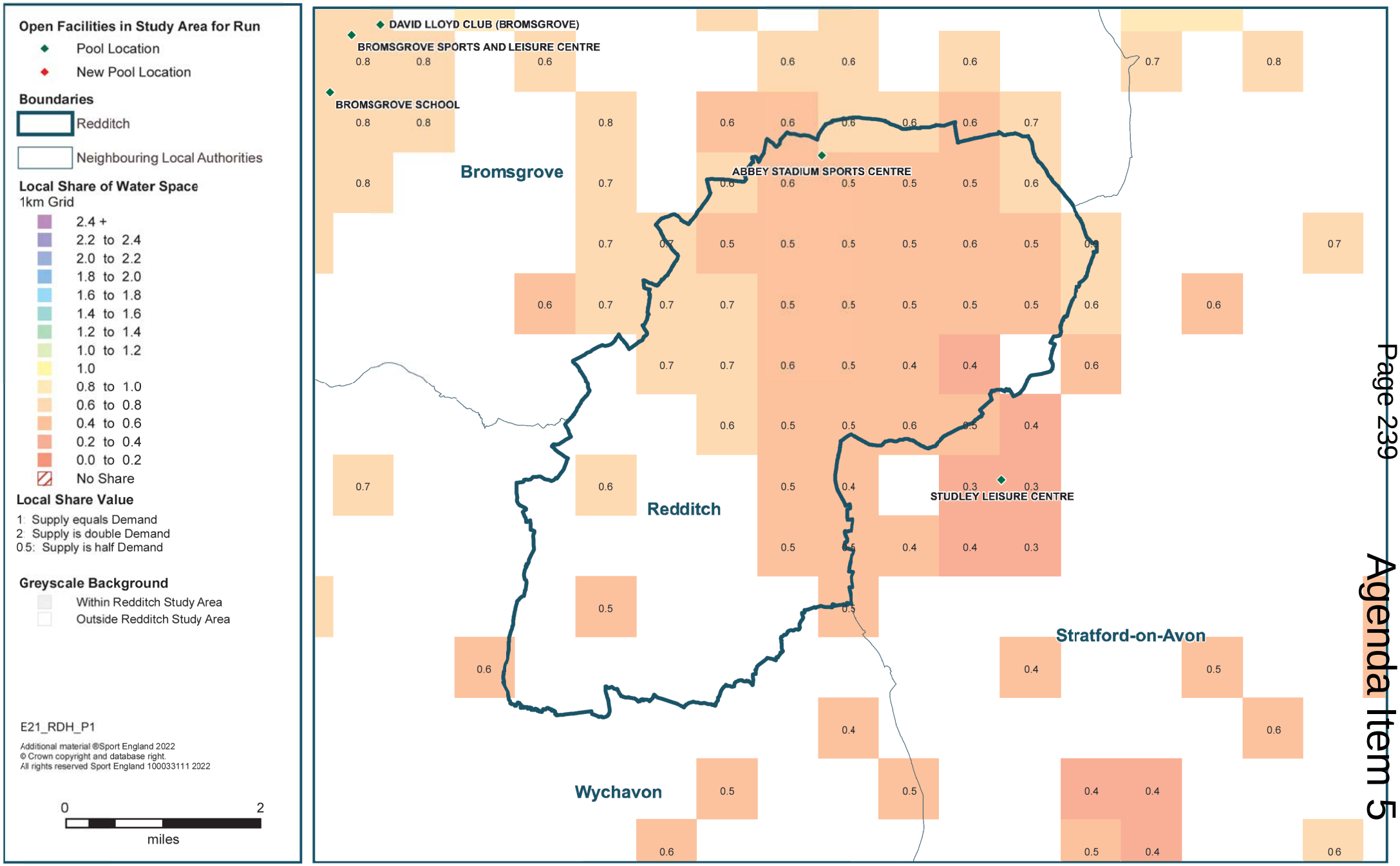
Share of water divided by demand aggregated at 1km square (figure labels) and shown thematically (colours).



Facility Planning Model - Pools Local Share for Redditch

Run 2: Existing Provision - Year 2040

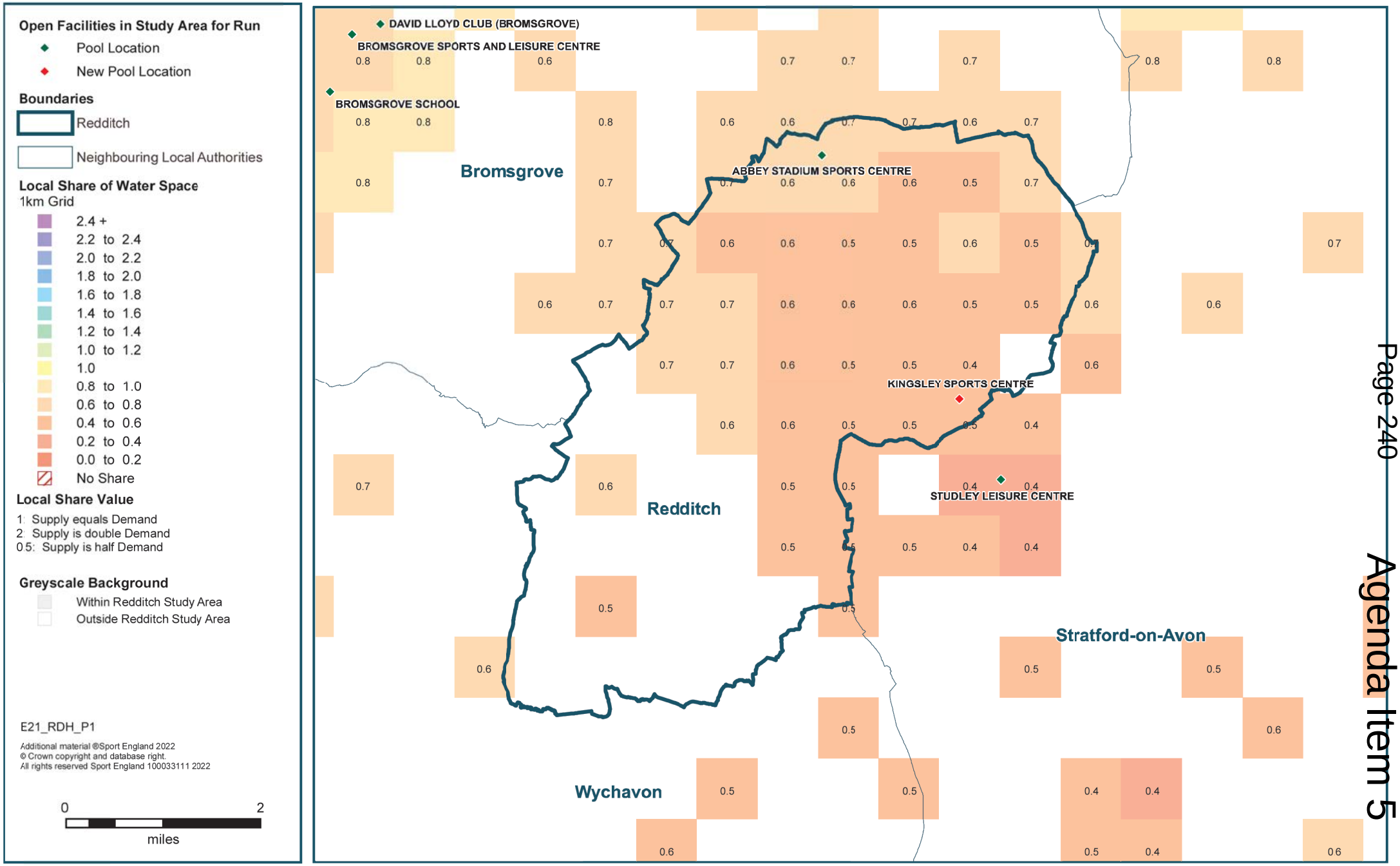
Share of water divided by demand aggregated at 1km square (figure labels) and shown thematically (colours).



Facility Planning Model - Pools Local Share for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

Share of water divided by demand aggregated at 1km square (figure labels) and shown thematically (colours).



SPORT ENGLAND

Facility Planning Model - Pools Import/Export for Redditch

Run 1: Existing Position - Year 2021

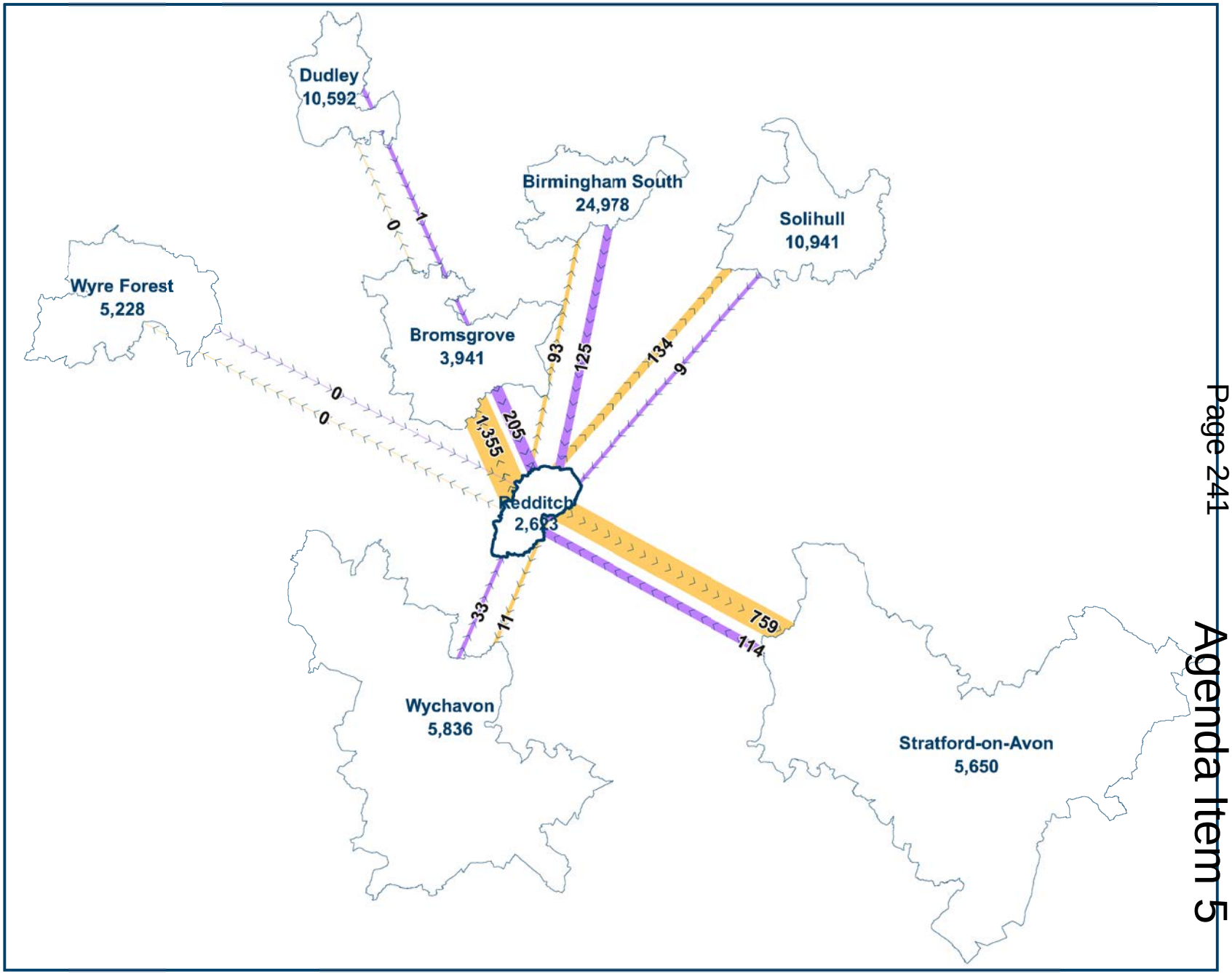
Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export



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SPORT ENGLAND

Facility Planning Model - Pools Import/Export for Redditch

Run 2: Existing Provision - Year 2040

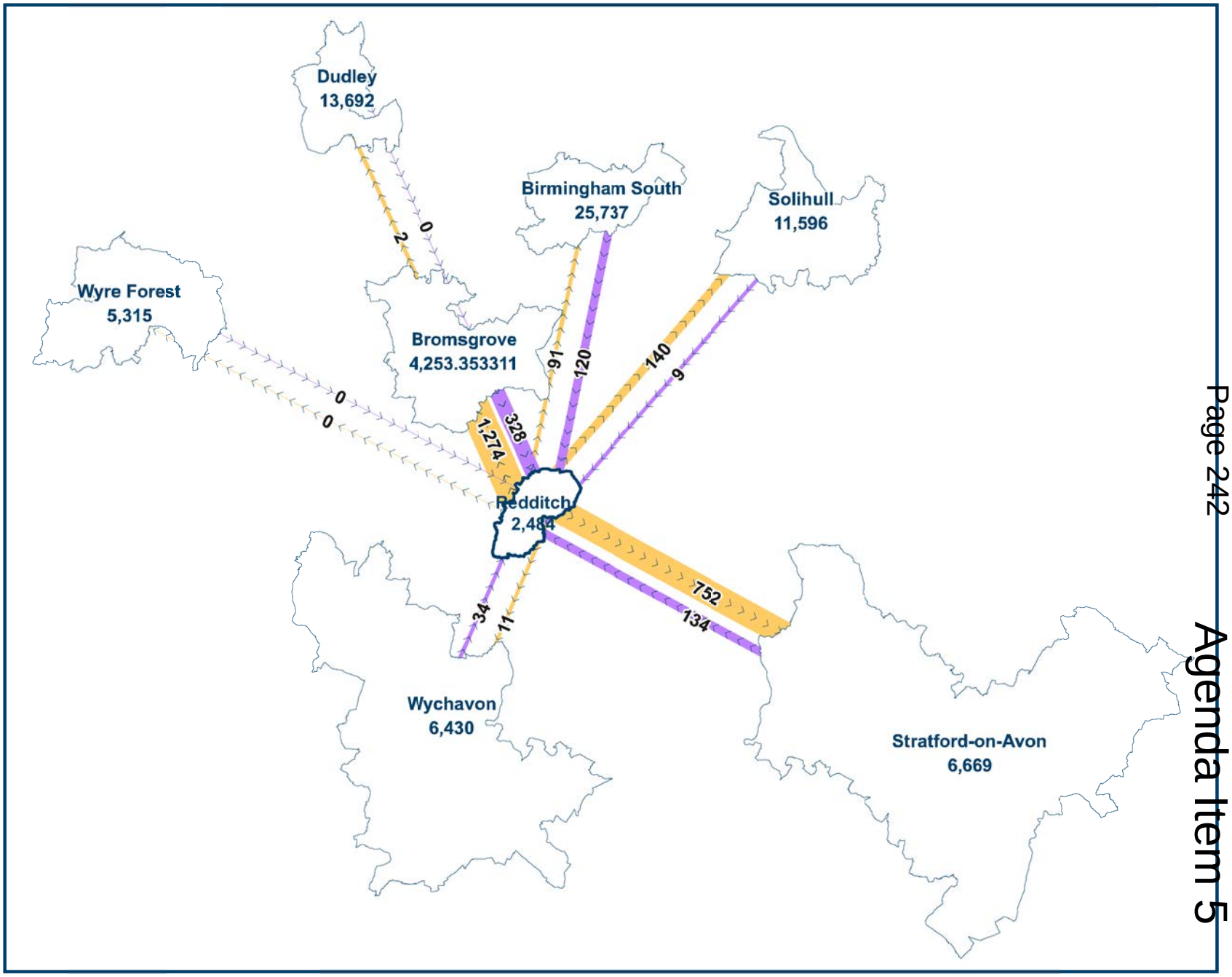
Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export



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SPORT ENGLAND

Facility Planning Model - Pools Import/Export for Redditch

Run 3: Existing Provision with Kingsley Sports Centre Refurb - Year 2040

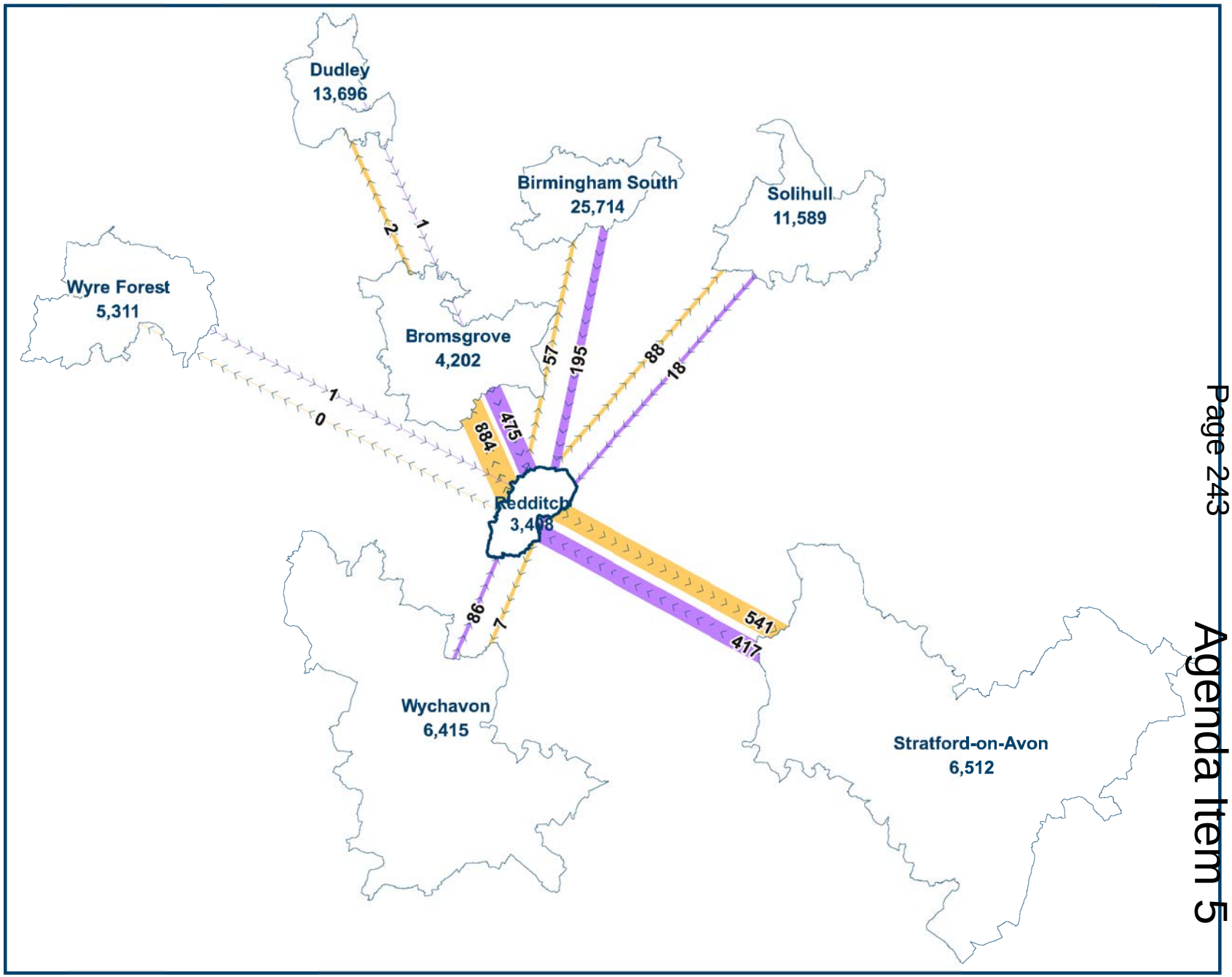
Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Boundaries
Values in areas show retained vpwpp

- Redditch
- Surrounding LAs

Import/Export
Values on arrows show flow vpwpp

- Direction of flow
- Import
- Export



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APPENDIX 3: MODEL DESCRIPTION, INCLUSION CRITERIA AND MODEL PARAMETERS

Included within this Appendix are the following:

- Model Description
- Facility Inclusion Criteria
- Model Parameters

Model Description

1. Background

1.1. The Facilities Planning Model (FPM) is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with sportscotland and Sport England since the 1980s.

1.2. The model is a tool for helping to assess the strategic provision of community sports facilities in an area. It is currently applicable for use in assessing the provision of swimming pools, sports halls, indoor bowls centres and artificial grass pitches.

2. Use of FPM

2.1. Sport England uses the FPM as one of its principal tools in helping to assess the strategic need for certain community sports facilities. The FPM has been developed as a means of:

- Assessing requirements for different types of community sports facilities on a local, regional, or national scale.
- Helping local authorities to determine an adequate level of sports facility provision to meet their local needs.
- Helping to identify strategic gaps in the provision of sports facilities.
- Comparing alternative options for planned provision, taking account of changes in demand and supply. This includes testing the impact of opening, relocating, and closing facilities, and the impact of population changes on the needs for sports facilities.

2.2. Its current use is limited to those sports facility types for which Sport England holds substantial demand data, i.e., swimming pools, sports halls, indoor bowls, and artificial grass pitches (AGPs).

2.3. The FPM has been used in the assessment of Lottery funding bids for community facilities, and as a principal planning tool to assist local authorities in planning for the provision of community sports facilities.

3. How the Model Works

3.1. In its simplest form, the model seeks to assess whether the capacity of existing facilities for a particular sport is capable of meeting local demand for that sport, considering how far people are prepared to travel to such a facility.

3.2. In order to do this, the model compares the number of facilities (supply) within an area against the demand for that facility (demand) that the local population will produce, similar to other social gravity models.

3.3. To do this, the FPM works by converting both demand (in terms of people) and supply (facilities) into a single comparable unit. This unit is 'visits per week in the peak period' (VPWPP). Once converted, demand and supply can be compared.

3.4. The FPM uses a set of parameters to define how facilities are used and by whom. These parameters are primarily derived from a combination of data including actual user surveys from a range of sites across the country in areas of good supply, together with participation survey data. These surveys provide core information on the profile of users, such as, the age and gender of users, how often they visit, the distance travelled, duration of stay, and on the facilities themselves, such as, programming, peak times of use, and capacity of facilities.

3.5. This survey information is combined with other sources of data to provide a set of model parameters for each facility type. The original core user data for halls and pools comes from the National Halls and Pools survey undertaken in 1996. This data formed the basis for the National Benchmarking Service (NBS). For AGPs, the core data used comes from the user survey of AGPs conducted in 2005/06 jointly with sportscotland.

3.6. User survey data from the NBS and other appropriate sources are used to update the model's parameters on a regular basis. The parameters are set out at the end of the document, and the main data sources analysed are:

- Active Lives
    - For the adult survey, this data is collected by an online survey or paper questionnaire on behalf of Sport England. Each annual sample includes about 175,000 people and covers the full age/gender range. Detailed questions are asked about over 200 separate sports categories in terms of participation and frequency.
    - For the children and young people survey, this data is collected through schools with up to three mixed ability classes in up to three randomly chosen year groups completing an online survey.
- National Benchmarking Service
    - This is a centre-based survey whose primary purpose is to enable centres to benchmark themselves against other centres. Sample interviews are conducted on site. The number of people surveyed varies by year depending on how many centres take part. 10,000 swimmers and 3,500 sports hall users are surveyed per year. This data is used for journey

times, establishing proportions of particular activities in different hall types, the duration of activities and the time of activity (peak period).

- Scottish Health
    - The annual survey is of about 6,600 people (just under 5,000 adults). This data is primarily used to assess participation, frequency, and activity duration.

Other data is used where available. For example, the following data sources are among those which have been used to cross-check results:

- Children's Participation in Culture and Sport, Scottish Government, 2008
- Young People's Participation in Sport, Sports Council for Wales, 2009
- Health & Social Care Information Centre, Lifestyle Statistics, 2012
- Young People and Sport, Sport England, 2002
- Data from Angus Council, 2013/14
- National Pools & Halls Survey, 1996
    - This survey has been used to obtain capacities per sports hall for differing sport types for programming data.

4. Calculating Demand

4.1. Demand is calculated by applying the user information from the parameters, as referred to above, to the population[1]. This produces the number of visits for that facility that will be demanded by the population.

4.2. Depending on the age and gender make-up of the population, this will affect the number of visits an area will generate. In order to reflect the different population make-up of the country, the FPM calculates demand based on the smallest census groupings. These are Output Areas (OAs)[2].

4.3. The use of OAs in the calculation of demand ensures that the FPM is able to reflect and portray differences in demand in areas at the most sensitive level based on available census information. Each OA used is given a demand value in VPWPP by the FPM.

5. Calculating Supply Capacity

5.1. A facility's capacity varies depending on its size (i.e., size of pool, hall, pitch number), and how many hours the facility is available for use by the community.

. The FPM calculates a facility's capacity by applying each of the capacity factors taken from the model parameters, such as the assumptions made as to how many 'visits' can be accommodated by the particular facility at any one time. Each facility is then given a capacity figure in VPWPP.

[1] For example, it is estimated that 7.72% of 16–24-year-old males will demand to use an AGP 1.67 times a week. This calculation is done separately for the 12 age/gender groupings.

[2] Census Output Areas (OAs) are the smallest grouping of census population data and provide the population information on which the FPM's demand parameters are applied. A demand figure can then be calculated for each OA based on the population profile. There are over 171,300 OAs in England. An OA has a target value of 125 households per OA.

5.3. Based on travel time information[3] taken from the user survey, the FPM then calculates how much demand would be met by the particular facility, having regard to its capacity and how much demand is within the facility's catchment. The FPM includes an important feature of spatial interaction. This feature takes account of the location and capacity of all the facilities, having regard to their location and the size of demand, and assesses whether the facilities are in the right place to meet the demand.

5.4. It is important to note that the FPM does not simply add up the total demand within an area and compare that to the total supply within the same area. This approach would not take account of the spatial aspect of supply against demand in a particular area. For example, if an area had a total demand for 5 facilities, and there were currently 6 facilities within the area, it would be too simplistic to conclude that there was an oversupply of 1 facility as this approach would not take account of whether the 5 facilities are in the correct location for local people to use them within that area. It might be that all the facilities were in one part of the authority, leaving other areas under-provided. An assessment of this kind would not reflect the true picture of provision. The FPM is able to assess supply and demand within an area based on the needs of the population within that area.

5.5. In making calculations as to supply and demand, visits made to sports facilities are not artificially restricted or calculated by reference to administrative boundaries, such as local authority areas. Users are expected to use their closest facility. The FPM reflects this through analysing the location of demand against the location of facilities, allowing for cross-boundary movement of visits. For example, if a facility is on the boundary of a local authority, users will be expected to come from the population living close to the facility, but who may be in an adjoining authority.

6. Calculating the Capacity of Sports Halls – Hall Space in Courts (HSC)

6.1. The capacity of sports halls is calculated in the same way as described above, with each sports hall site having a capacity in VPWPP. In order for this capacity to be meaningful, these visits are converted into the equivalent of main hall courts and referred to as 'Hall Space in Courts' (HSC). This 'court' figure is often mistakenly read as being the same as the number of 'marked courts' at the sports halls that are in the Active Places data, but it is not the same. There will usually be a difference between this figure and the number of 'marked courts' in Active Places.

6.2. The reason for this is that the HSC is the 'court' equivalent of all the main and activity halls capacities; this is calculated based on hall size (area) and whether it is the main hall or a secondary (activity) hall. This gives a more accurate reflection of the overall capacity of the halls than simply using the 'marked courts' figure. This is due to two reasons:

- In calculating the capacity of halls, the model uses a different 'At-One-Time' (AOT) parameter for main halls and for activity halls. Activity halls have a greater AOT capacity than main halls – see below. Marked courts can sometimes not properly reflect the size

[3] To reflect the fact that as distance to a facility increases, fewer visits are made, the FPM uses a travel time distance decay curve, where most users travel up to 20 minutes. The FPM also takes account of the road network when calculating travel times. Car ownership levels, taken from census data, are also considered when calculating how people will travel to facilities.

of the actual main hall. For example, a hall may be marked out with 4 courts, when it has space for 3 courts. As the model uses the 'courts' as a unit of size, it is important that the hall's capacity is included as a 3 'court unit' rather than a 4 'court unit'.

- The model calculates the capacity of the sports hall as 'visits per week in the peak period' (VPWPP), and then uses this unit of capacity to compare with demand, which is also calculated as VPWPP. It is often difficult to visualise how much hall space there is when expressed as VPWPP. To make things more meaningful, this capacity in VPWPP is converted back into 'main hall court equivalents' and is noted in the output table as 'Hall Space in Courts.'

7. Facility Attractiveness – for Halls and Pools Only

7.1. Not all facilities are the same, and users will find certain facilities more attractive to use than others. The model attempts to reflect this by introducing an attractiveness weighting factor, which affects the way visits are distributed between facilities. Attractiveness, however, is very subjective. Currently weightings are only used for hall and pool modelling, and a similar approach for AGPs is being developed.

7.2. Attractiveness weightings are based on the following:

- Age/refurbishment weighting – pools and halls: The older a facility is, the less attractive it will be to users. It is recognised that this is a general assumption and that there may be examples where older facilities are more attractive than newly built ones due to excellent local management, programming, and sports development. Additionally, the date of any significant refurbishment is also included within the weighting factor; however, the attractiveness is set lower than a new build of the same year. It is assumed that a refurbishment that is older than 20 years will have a minimal impact on the facility's attractiveness. The information on year built/refurbished is taken from Active Places. A graduated curve is used to allocate the attractiveness weighting by year. This curve levels off at around 1920 with a 20% weighting. The refurbishment weighting is slightly lower than the new built year equivalent.
- Management and ownership weighting – halls only: Due to the large number of halls being provided by the education sector, an assumption is made that, in general, these halls will not provide as balanced a programme than halls run by local authorities, trusts, etc, with school halls more likely to be used by teams and groups through block booking. A less balanced programme is assumed to be less attractive to a general pay & play user than a standard local authority leisure centre sports hall with a wider range of activities on offer.

7.3. To reflect this, two weightings curves are used for education and non-education halls, a high weighted curve, and a lower weighted curve.

- High weighted curve – includes non-education management and a better balanced programme, more attractive.
- Lower weighted curve – includes educational owned and managed halls, less attractive.

7.4. Commercial facilities – halls and pools: Whilst there are relatively few sports halls provided by the commercial sector, an additional weighting factor is incorporated within the model to reflect the cost element often associated with commercial facilities. For each population output area the Indices of Multiple Deprivation (IMD) score is used to limit whether people will use commercial facilities. The assumption is that the higher the IMD score (less affluence), the less likely the population of the OA would choose to go to a commercial facility.

7.5. The English Indices of Deprivation 2019, produced by the Ministry of Housing, Communities and Local Government, measure relative levels of deprivation in 32,844 lower super output areas (LSOAs) in England. Deciles are calculated by ranking the LSOAs from most deprived to least deprived and dividing them into ten groups. IMD is an overall relative measure of deprivation constructed by combining seven domains of deprivation according to their relative weights.

8. Comfort Factor – Halls and Pools

8.1. As part of the modelling process, each facility is given a maximum number of visits it can accommodate based on its size, the number of hours it is available for community use, and the 'at one time capacity' figure (pools = 1 user/6m^2, halls = 6 users/court). This gives each facility a 'theoretical capacity.'

8.2. If the facilities were full to their theoretical capacity, then there would simply not be the space to undertake the activity comfortably. In addition, there is a need to take account of a range of activities taking place which have different numbers of users; for example, aqua aerobics will have significantly more participants than lane swimming sessions. Additionally, there may be times and sessions that, while being within the peak period, are less busy and so will have fewer users.

8.3. To account for these factors the notion of a 'comfort factor' is applied within the model. For swimming pools, 70%, and for sports halls, 80%, of their theoretical capacity is considered as being the limit where a facility starts to become uncomfortably busy. (Currently, the comfort factor is not applied to AGPs due to the fact they are used by teams which have a set number of players, therefore the notion of having a 'less busy' pitch is not applicable.)

8.4. The comfort factor is used in two ways:

- Utilised capacity – How well used is a facility? 'Utilised capacity' figures for facilities are often seen as being very low at 50-60%; however, this needs to be put into context with 70-80% comfort factor levels for pools and halls. The closer utilised capacity gets to the comfort factor level, the busier the facilities are becoming. You should not aim to have facilities operating at 100% of their theoretical capacity, as this would mean that every session throughout the peak period would be being used to its maximum capacity. This would be both unrealistic in operational terms and unattractive to users.
- Adequately meeting unmet demand – the comfort factor is also used to increase the number of facilities needed to comfortably meet unmet demand. If this comfort factor is not applied, then any facilities provided will be operating at their maximum theoretical capacity, which is not desirable as noted previously.

9. Utilised Capacity (Used Capacity)

9.1. Following on from the comfort factor section, here is more guidance on utilised capacity.

9.2. Utilised capacity refers to how much of a facility's theoretical capacity is being used. This can, at first, appear to be unrealistically low, with area figures being in the 50-60% region. Without any further explanation, it would appear that facilities are half empty. The key point is not to see a facility's theoretical maximum capacity (100%) as being an optimum position. This, in practice, would mean that a facility would need to be completely full every hour it was open during the peak period. This would be both unrealistic from an operational perspective and undesirable from a user's perspective, as the facility would be completely full.

9.3. For example, a 25m, four-lane pool has a theoretical capacity of 2,260 per week, during a 52.5-hour peak period.

9.4. As set out in the table below, usage of a pool will vary throughout the evening, with some sessions being busier than others through programming, such as an aqua-aerobics session between 7pm and 8pm and lane swimming between 8 and 9pm. Other sessions will be quieter, such as between 9 and 10pm. This pattern of use would mean a total of 143 swims taking place. However, the pool's maximum theoretical capacity is 264 visits throughout the evening. In this instance the pool's utilised capacity for the evening would be 54%.

Visits per hour	4-5pm	5-6pm	6-7pm	7-8pm	8-9pm	9-10pm	Total visits for the evening
Theoretical maximum capacity	44	44	44	44	44	44	264
Actual usage	8	30	35	50	15	5	143

9.5. As a guide, 70% utilised capacity is used to indicate that swimming pools are becoming busy, and this is 80% for sports halls. This should be seen only as a guide to help flag when facilities are becoming busier, rather than as a 'hard threshold.'

10. Travel Times Catchments

10.1. The model uses travel times to define facility catchments in terms of driving and walking.

10.2. The Ordnance Survey (OS) MasterMap Highways Network Roads has been used to calculate the off-peak drive times between facilities and the population, observing any one-way and turn restrictions which apply and taking account of delays at junctions and car parking. Each street in the network is assigned a speed for car travel based on the attributes of the road, such as the width of the road, the geographical location of the road, and the density of properties along the street. These travel times have been derived through national survey work, and so are based on actual travel patterns of users. The road speeds used for inner and outer London Borough have been further enhanced by data from the Department of Transport.

10.3. The walking catchment uses the OS MasterMap Highways Network Paths to calculate travel times along paths and roads, excluding motorways and trunk roads. A standard walking speed of 3 mph is used for all journeys.

10.4. The model includes three different modes of travel – car, public transport, and walking. Car access is also considered in areas of lower access to a car, where the model reduces the number of visits made by car and increases those made on foot.

10.5. Overall, surveys have shown that the majority of visits made to swimming pools, swimming pools and AGPs are made by car, with a significant minority of visits to pools and swimming pools being made on foot.

Facility	Car	Walking	Public Transport
Swimming Pool	72%	18%	10%
Sports Hall	74%	17%	9%
AGP			
Combined	79%	18%	3%
Football	74%	22%	4%
Hockey	97%	2%	1%

10.6. The model includes a distance decay function, where the further a user is from a facility, the less likely they will travel. Set out below is the survey data with the percentage of visits made within each of the travel times. This shows that 90% of all visits, both by car and on foot, are made within 20 minutes. Hence, 20 minutes is often used as a rule of thumb for the catchments for swimming pools and pools.

Minutes	Swimming Pools		Sport Halls	
	Car	Walk	Car	Walk
0-10	56%	53%	54%	55%
11-20	35%	34%	36%	32%
21-30	7%	10%	7%	10%
31-45	2%	2%	2%	3%

10.7. For AGPs, there is a similar pattern to halls and pools, with hockey users observed as travelling slightly further (89% travel up to 30 minutes). Therefore, a 20-minute travel time can also be used for 'combined' and 'football', and 30 minutes for hockey.

Minutes	Artificial Grass Pitches					
	Combined		Football		Hockey	
	Car	Walk	Car	Walk	Car	Walk
0-10	28%	38%	30%	32%	21%	60%
10-20	57%	48%	61%	50%	42%	40%
20-40	14%	12%	9%	15%	31%	0%

NOTE: These are approximate figures and should only be used as a guide.

Facility Inclusion Criteria

Swimming Pools

The following inclusion criteria were used for this analysis:

- Include all operational indoor swimming pools available for community use, i.e., pay and play, membership, sports club/community association.
- Exclude all pools not available for community use, i.e., private use.
- Exclude all outdoor pools, i.e., lidos.
- Exclude all pools where the main pool is less than 20 metres in length, or the area is less than 160 square metres. If the principal pool is a leisure pool with an area less than 200 square metres, then all pools on the site should be excluded.
- Include all 'planned,' 'under construction, and 'temporarily closed' facilities only where all data is available for inclusion.
- Where opening times are missing, availability has been included based on similar facility types.
- Where the year built is missing assume date 1975[4].

Facilities over the border in Wales and Scotland are included, as supplied by sportscotland and Sport Wales.

[4] Choosing a date in the mid 1970s ensures that the facility is included, while not overestimating its impact within the run.

Model Parameters

Pools Parameters

At One Time Capacity		0.16667 per square metre = 1 person per 6 square meters	
Catchment Maps		Car: 20 minutes Walking: 1.6 km Public transport: 20 minutes at about half the speed of a car NOTE: Catchment times are indicative, within the context of a distance decay function of the model.	
Duration		60 minutes	
Percentage Participation			

Age	*0-15*	*16-24*	*25-34*	*35-44*	*45-59*	*60-79*
Male	14.5	6.9	10.4	8.6	5.4	1.6
Female	16.2	10.2	13.8	11.8	7.7	1.5

Frequency per Week

Age	*0-15*	*16-24*	*25-34*	*35-44*	*45-59*	*60-79*
Male	1.09	1.03	0.86	1.01	1.30	1.73
Female	1.10	0.96	0.82	1.00	1.17	1.28

Peak Period		Weekday: 9:00 to 10:00, 12:00 to 13:00, 15:30 to 21:00 Weekend: 08:00 to 15:30 Total: 52.5 hours	
Proportion in Peak Period		63%	

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