

MIDDLESBROUGH COUNCIL INDOOR AND BUILT FACILITIES STRATEGY

FINAL REPORT: MAY 2019

QUALITY, INTEGRITY, PROFESSIONALISM

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MIDDLESBROUGH COUNCIL INDOOR & BUILT FACILITIES –STRATEGY

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MIDDLESBROUGH COUNCIL INDOOR & BUILT FACILITIES STRATEGY

PART 1: INTRODUCTION

This is the Middlesbrough Indoor & Built Facilities Strategy for the 15-year period 2019 – 2034. Recommendations are drawn from the Needs Assessment Report, researched and prepared by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and this Strategy were prepared in accordance with Sport England’s ANOG (Assessing Needs and Opportunities - for Indoor and Outdoor Sports Facilities) Guidance and in consultation with Middlesbrough Council, Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

1.1 Purpose

Middlesbrough has an aspiration and need to consider its facilities planning, particularly in the context of its hard to reach population and the high levels of deprivation within the area.

The focus of this Strategy is to provide clear direction to all partners so that, together, they can plan and develop programmes of activity within modern, efficient and a sustainable range of community-based leisure, physical activity and sport facilities that Middlesbrough requires.



This will ensure that residents have the opportunity to be physically active, healthier, and where appropriate develop their physical, sporting, health and wellbeing ambitions within their local community.

1.2 National strategic context

Sporting Future: A new strategy for an active nation (December 2015)

The Government’s strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.

Sport England: Towards an Active Nation (2016)

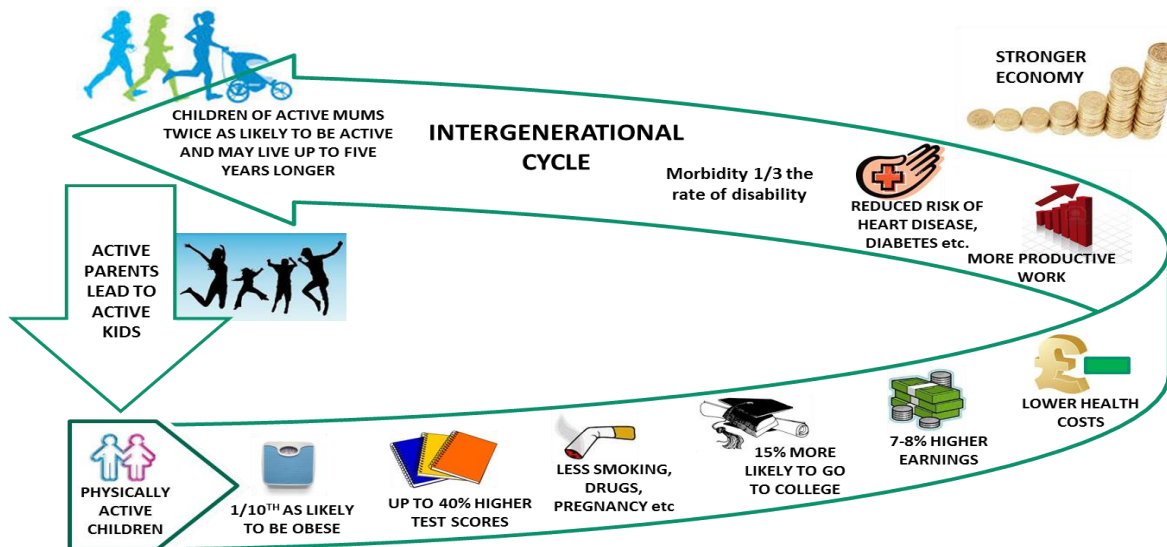
In Sport England’s strategic response to the Government it states that it will invest in:

- ◀ Tackling inactivity.
- ◀ Children and young people.
- ◀ Volunteering – a dual benefit.
- ◀ Taking sport and activity into the mass market
- ◀ Supporting sport’s core market.
- ◀ Local delivery.
- ◀ Facilities.

Increasing participation in sport and physical activity and the health and wellbeing benefits delivered are key drivers for Sport England and partners. It places particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle.

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Figure 2: Intergenerational cycle



High quality, appropriate 'places to play sport and be physically active' are vital to increasing participation which is part of the foundation for improving health and wellbeing among (and economic gains to) Middlesbrough residents. It is not, however, sufficient just to have the right facilities in the right places, they must also be programmed and priced appropriately to ensure that the activities delivered therein are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities but will, going forward, place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries. Its Strategic Facilities Fund is part of a portfolio of support and tools designed to strategically support the sector (local authority provision in particular). The Fund has been re-positioned within the Sport England strategy in order to help the sector to be effective in its investment decision-making. Its focus is on delivering locally specified outcomes informed by customer insight based upon interventions (capital and revenue) which cause behaviour change in the target audience.

In addition, Sport England has chosen adjoining segments of Middlesbrough and Redcar & Cleveland as a Local Delivery Pilot area.

1.3 Local strategic context summary:

Middlesbrough's Council Strategic Plan (2018-2022) is the Council's overarching business plan, outlining its contribution to the Mayor's Vision for Middlesbrough. The 2025 Elected Mayor's Vision for Middlesbrough is *Fairer, Safer, Stronger*.

The Middlesbrough Local Plan (which complies with NPPF) is scheduled for adoption in Autumn 2019. This sets out a framework for development in the Authority for the next 15 years (until 2034). It addresses needs and opportunities across a number of themes, including housing, the economy, infrastructure, transport and sustainability.

Several other associated strategies have been/are being adopted in conjunction with the Local Plan. These include the Middlesbrough Investment Prospectus 2017, Housing

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Strategy 2017, Tees Valley Combined Authority Strategic Economic Plan (2016-2026) and the Middlesbrough Council Strategic Plan (2018-2022).

Middlesbrough Joint Health and Wellbeing Strategy (2013 – 2023) provides the overarching vision and strategic framework for improving health and wellbeing and tackling health inequalities in Middlesbrough. The vision is to improve the health and wellbeing of the local population and reduce health inequalities. In particular, the aims are to:

- ◀ Tackle the social causes of poor health.
- ◀ Ensure children and young people have the best health and wellbeing.
- ◀ Reducing preventable illness and early deaths.
- ◀ Ensure high quality, sustainable and joined up health, social care and wellbeing services.

The Prevention Strategy for Adults and Older People (2017-2020) is centred on ensuring that the people of Middlesbrough 'live well' through the prevention of avoidable illness and lead fulfilling lives. This is a town wide approach encompassing primary, secondary and tertiary prevention.

The key messages set out in local policies can be summarised as:

- ◀ A strong commitment to enhancing the health and wellbeing of the residents of Middlesbrough both directly and through partnership work, including neighbouring Tees Valley authorities.
- ◀ A strategic priority to ensure the health and wellbeing of residents is supported through all stages of life.
- ◀ Increasing economic growth is very important.
- ◀ Commitment to ensuring leisure facilities are maintained and enhanced.
- ◀ Targeting the inactive and increasing physical activity.

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PART 2: LOCAL AREA CONTEXT

2.1 About Middlesbrough

Middlesbrough is a large post-industrial town on the south bank of the River Tees. Its municipal neighbours are the Teesside authorities of Redcar and Cleveland, Stockton-on-Tees and Hartlepool (which is north of the Tees) and the North Yorkshire district of Hambleton. Middlesbrough's population is 140,639 (2017 MYE) with slightly more females (71,168) than males (69,471)

Relative to other parts of the country Middlesbrough experiences high levels of deprivation; just under two thirds of the Borough population (63.0%) falls within the areas covered by the country's three most deprived cohorts (national average; c.30%). Conversely, 17.2% live in the three least deprived groupings in the country (national average: c.30%). In general, in keeping with patterns seen in areas of higher health deprivation, life expectancy in Middlesbrough is lower than the national figure; the male rate is currently 76.2 compared to 79.2 for England, and the female equivalent is 79.8 compared to 83.2 nationally.¹

Further analysis identifies that the gradient of inequalities in health demonstrates that life expectancy reduces by two years for every mile from suburb to centre. Ward based life expectancy variations are illustrated below.

Ward	Life expectancy- Male	Life expectancy - Female
Pallister	74	75
Park End	72	77
Marton	79	86
Nunthorpe	82	84

The pattern for health is similar to that for multiple-deprivation, yet more so. Nearly three quarters of Middlesbrough's population (72.2%) falls within the areas covered by the three most deprived cohorts. Conversely only, 1.0% live in the three least deprived groupings.

Adult obesity rates in Middlesbrough are above national, and slightly below regional, averages. Rates of child obesity are higher than both national and regional averages. As with many other areas, obesity rates increase significantly between the ages of 4 and 11. In Middlesbrough 14.7% of children are considered to be obese in reception and a further 15.4% are overweight. By Year 6 these figures rise to just under one quarter (24.0%) obese and a further 15.3% overweight. In total, by Year 6, four in 10 young people in the borough (39.3%) are either overweight or obese.

Going forwards there will be a continuous increase in the number and proportion of persons aged 65+. This age group represented 15.9% of Middlesbrough's population in 2016. It is projected to be 19.2% by 2038 and 21.2% by 2041.

¹ Office of National Statistics: *Life Expectancy at Birth by local areas in the United Kingdom, 2013.*

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Sport England Active Lives Survey (ALS) 2016/17 illustrates that a significantly higher percentage of Middlesbrough's population (32.1%) is inactive than the England (25.7%) and North East (28.1%) averages. Further, a significantly lower percentage is considered to be active (Middlesbrough 53.8% compared with England; 61.8%). The ALS illustrates that the most participated in activities (based upon adults who take part at least once per month) are walking (41.9%) and structured programme classes (16.9%) (both cut across age groups and gender). Further, 14.8% have cycled, on average, at least once a month. 11.9% have been involved in athletics (track & field athletics, running or jogging, fell running and running machine or treadmill work) 11.0% are involved in in fitness, whilst 9.5% have been swimming.

Statistics for leisure centre usage show a 21.5% increase in the number of visits to Borough's leisure centres; from 697,017 in 2016-17 to 846,644 in 2017-18. The largest proportionate increase was seen at the Golf Centre where visitor numbers went up from 25,413 to 38,270 (an increase of c. 50%). Swimming lessons also rose; at the Neptune Centre from 453 to 549 (21.19%) and at the Rainbow from 1,022 to 1,196 (17.02%). This would appear to be the result of both improved marketing, increased emphasis on participation and improved methods of reporting.

In Spring of 2018 a range of local partners successfully applied for funding from Sport England's Local Delivery Pilot. The aim is to deliver a programme in the South Tees area that will concentrate on specific communities of interest and specific wards. This focus has been developed with partners based on local and national insight and the potential to elicit positive behaviour change at population level. The first element of the local area pilot will target four specific communities of interest:

- ◀ Residents referred for surgery (pre-habilitation).
- ◀ Individuals with or at risk of developing diabetes.
- ◀ Residents accessing commercial weight loss services.
- ◀ Healthcare professionals.

The second element drills down into four 'focus' communities clustered across the border between the two boroughs of South Tees that experience the greatest inequalities challenge. With a combined population of approximately 24,000, the once thriving communities of North Ormesby (IMD 2015 rank 2nd), Grangetown (6th), Brambles & Thorntree (10th) and South Bank (182nd) have witnessed significant social and economic decline.

With regard to house building there is a small projected increase in the size of the Middlesbrough population, over the plan period. This is considered likely to lead to a small increase in the numbers of people wishing to take part in sport and physical activity (potential customers of leisure facilities).

The key issues are, therefore, more likely to be do with engaging people who have rarely, if ever, taken part in sport and physical activity, those who are from the more deprived areas of the town; and how the ageing population chooses to use its leisure time; (this may well lead to changes in demand for different activities). It is fair to assume that there will be increased demand for sports facilities and physical activity opportunity in areas where housebuilding is planned.

2.2 Planning policy

Revised National Planning Policy Framework 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England and details how changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making, the NPPF states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

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

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

Middlesbrough's Indoor and Built Facilities Needs Assessment 2019 identifies the key sports and leisure facilities within the Borough, regardless of whether they are local authority, education or commercially owned and operated. (Middlesbrough Council owned leisure centre facilities are managed by Everyone Active). The key findings are:

Sports halls

There are 14 sports halls with 3+ courts across 12 sites. This includes three six-court halls. Nearly 90% of the population lives within 1 mile walk of a sports hall and all live within 20 minutes' drive time. Most of the sports halls are located on education sites which inevitably limits daytime availability. Middlesbrough Sports Village, Rainbow Leisure Centre, Ormesby Table Tennis Club and Newport Settlement Youth and Community Centre are the main facilities that offer access during the day.

The general quality of facilities is above average and there is a wide range of sport (from beginner through to performance level in some) available to the local population including netball, basketball, gymnastics, volleyball, futsal, martial arts indoor cricket, dodgeball *etc.* According to the FPM, sport hall provision per 10,000 population is higher than national and regional figures and most neighbouring authorities. Netball, however, reports demand for a minimum of additional indoor/covered two netball court facility.

Swimming pools

There are eight pools at six sites in Middlesbrough. At two sites (Neptune and Rainbow leisure centres) pay and play opportunity is offered; these are operated by Everyone Active on behalf of the Authority. The other sites require a membership to access. All pools are rated as above average and only Neptune Leisure Centre has below average changing rooms.

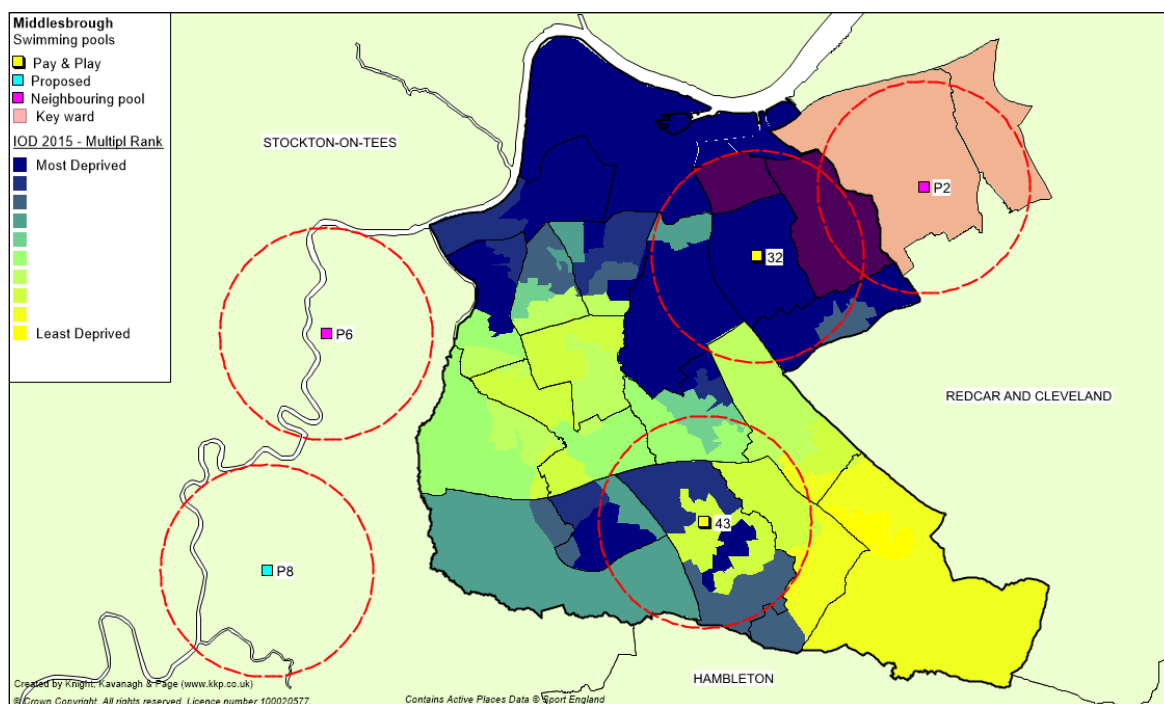
Neptune and Rainbow leisure centres both have main pools with separate teaching/learner pools and offer a learn to swim; public recreational swimming; lane and fitness swimming; and swimming development via clubs. They are both very full and have little capacity to accommodate any increase in demand based upon population growth or a sustained increase in demand for swimming.

Access to long course provision is considered important to many competitive swimmers and clubs. Sunderland Aquatics Centre is within 60 minutes' drive time; it has one Olympic sized (50m) pool (which can be divided into two 25m pools) plus a teaching/diving pool. It hosts a range of galas and events, however, when not required for this, it is regularly used to accommodate the Region's biggest mega inflatable.

A further seven sites with swimming pools are located within two miles of the borough boundary. Six are located to the west and three necessitate Council residents crossing over the River Tees. Eston Leisure Centre facility (Map ID; P2) is based to the east of the Borough, in Redcar and Cleveland and is within one mile of some Middlesbrough residents. Thornaby Pool (Map ID; P 6) is the second pay and play facility and is located to the west of the Borough (but east of the Tees). The new pools at the Ingleby Barwick Leisure Centre (which will be c. one mile south of Thornaby) will be available when it opens which is presently scheduled to be in early 2020.

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Figure 2: community available swimming pools for Middlesbrough



Map ID	Site name	Size of pool	Local authority
32	Neptune Leisure Centre	25m x 8 lanes	Middlesbrough
		20m x 2 lanes	
43	Rainbow Leisure Centre	25m x 6 lanes	Middlesbrough
		0m x 0 lanes (7m)	
P2	Eston Leisure Centre	25m x 6 lanes	Redcar and Cleveland
		12.5m x 0 lanes	
		13m x 0 lanes	
P6	Thornaby Pool	25m x 5 lanes	Stockton on Tees
P8	Ingleby Barwick*	25m x 5 lanes and learner pool	

*due to open 2020

There is demand for an additional 2 lanes x 25m pool within Middlesbrough and this is likely to increase with population growth. However, people living in areas of higher deprivation, specifically in the north of the Borough, will require access to transport in order to take advantage of swimming opportunities. Eston Leisure Centre is located in the Local Delivery Pilot area. The opportunity, therefore, exists to consider investing in this facility or working across local authority border to consider what is best for the locality. This will only work for Middlesbrough residents, living in the LDP area if the facility offers an appropriate programme at relevant times and costs.

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Health and fitness facilities

There are 15 'main' health and fitness facilities with 1,447 stations in Middlesbrough; a positive supply demand balance. This is likely to be maintained up to 2041. The majority are to be found in the north of the borough although there are some in the south. They are mainly of above average quality. Most provision is commercially operated with four offering pay and play access. The key issue is ensuring that hard to reach groups are able to avail themselves of these facilities and that they are used as a mechanism for getting the inactive active as well as keeping people active.

Whilst there is no current under-supply of health and fitness facilities, it is important to note the financial contribution they make to the viability of other publicly accessible facilities, enabling venues such as swimming pools to be financially sustainable. This need to be considered when, for example, assessing the feasibility of developing new swimming facilities in the north of the Borough.

Other sports

Tennis: There are four indoor tennis courts in Middlesbrough plus seven just outside the Authority at the David Lloyd Centre in Stockton-on-Tees. The two new Padel tennis courts at Tennis World, should broaden the participation offer. The whole Middlesbrough population lives within 20 minutes' drive of an indoor tennis facility. Maintenance of quality will be key to successfully driving increases in participation.

Squash: Provision is to be found in the north and south of the Borough with seven squash courts available. They are reported to be of either good or above average quality. Rainbow Leisure Centre is the only facility that does not require membership in order to play squash or squash 57 (racketball).

Cycling: There is a dedicated cycle hub with changing provision in Middlesbrough centre as well as a closed cycle circuit and outdoor velodrome located at Middlesbrough Sports Village. Both the cycle circuit and velodrome are floodlit. This facility is popular with local clubs although there have been issues with regard to lack of ancillary facilities. The lack of nearby toilets has led to a number of concerns being expressed - including safeguarding. A further challenge is around the security and safety of volunteers who collect fees. There is, however, real potential to increase participation via partnership work between the NGB, the leisure operator and local clubs.

Athletics: There is an 8-lane synthetic track with 10-lane straight and 'in-track' field event provision at Middlesbrough Sports Village. There is also a 40m indoor straight with strength and conditioning area linked to the sports hall at the Sports Village. The facilities are of high quality and in good condition. The track is floodlit and available summer and winter (weather dependent). There is a waiting list of c. 6 months for juniors to access the club suggesting that workforce development is key to increasing participation.

Gymnastics: Three dedicated gymnastics clubs are to be found in the north of the Borough (with no current provision in the south). Facilities are high quality and in good condition. There is a case to be made for gymnastics provision in the south of the area. New provision is planned for the future through establishment of a Max Whitlock Gymnastics Academy at The Manor (which is in the south of the Borough).

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Indoor bowls: There are no indoor bowling greens in Middlesbrough although there are six facilities within 30 minutes' drivetime of the authority. Thornaby Indoor Bowling Club and Eston Leisure Centre are the two nearest facilities to Middlesbrough.

Table tennis: Unusually, there are two dedicated table tennis centres in Middlesbrough, Ormesby Table Tennis Centre and Swerve Table Tennis Centre. They offer opportunities from recreational to international standard both in mainstream and disability competition. Ormesby Table Tennis Club is reported to be poor quality and not suitable for the needs of its users. At present, only essential maintenance work is being undertaken, due to its plans to move to a new centre. The Swerve Table Tennis Club facility whilst aging is being maintained and is meeting the needs of users.

Ormesby Table Tennis Club is keen to develop a new purpose-built centre that will meet the future needs of club and its players. There is a case for a 'super centre' with the two existing dedicated centres merging into one, which could provide daytime availability and pool the volunteer resources to enable the club(s) to succeed.

Climbing walls: There are three climbing walls in Middlesbrough plus one in the planned new Snow Centre. All are reported to be of good quality and offer climbing opportunity for people of all ability levels

Ski and snow facilities: The £30m Middlehaven development will consist of two ski slopes with an ice wall, trampoline park, climbing walls, a play area for children, indoor skydiving centre and retail facilities. Located on a site between Temenos and Middlesbrough College, it is expected to pull in 2.25 million visitors per year as a regional attraction. It is scheduled to open in late 2019 but this is yet to be confirmed.

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PART 4: WHAT SHOULD MIDDLESBROUGH DO?

VISION AND OBJECTIVES

This is Middlesbrough's vision for sport and leisure provision in the area for the period 2019-2034. The vision is *'To create accessible, high quality and sustainable sport and leisure facilities, offering inclusive services for all; enabling the inactive to become active, increase participation among targeted groups and in particular areas and help improve the overall health and well-being of Middlesbrough residents'*.

The key strategic objectives are to:

- ◀ Ensure that all school sports facilities are made fully available for community use (through binding and appropriate community use agreements) and that an agreed minimum level of availability is agreed. This includes confirming that previous community use agreement commitments are being adhered to.
- ◀ Swimming – Consider the best method of increasing swimming provision in the Borough, especially to serve areas of higher deprivation, where participation is lower. In particular, to use local insight generated via the Local Delivery Pilot in the north of the Borough to assess potential to opportunity to work with adjoining local authorities.
- ◀ Sports halls – There is generally sufficient supply to meet the current needs of key sports. The exception is netball where a 2-court (minimum), ideally 3-court (indoors or covered) hall is required to meet existing demand and allow for growth within the sport.
- ◀ Work with partners to develop a solution to the ancillary provision problems faced at the outdoor velodrome.
- ◀ Work with both table tennis clubs to create a plan for moving forward which meets the needs of the table tennis community and makes best use of resources. Investment should be contingent upon some form of compromise between the clubs being agreed.
- ◀ Support other developments (via planning and officer expertise) which may assist in increasing sport and physical activity within the wider community (e.g. gymnastics).
- ◀ Given the success of the Live Well Hub, consider whether and how complementary services can be hosted within current sports and leisure facilities (e.g. a library or health centre facility). An example would be the Neptune Leisure Centre due to the close proximity of a GP Practice, pharmacist and library (as well as being located adjacent to the Local Delivery Pilot focus wards of North Ormesby and Thorntree and Brambles).
- ◀ Improve the breadth, depth and quality of performance management data collected (and shared) and the associated analysis of facility usage to inform future marketing, promotion, programming and pricing.
- ◀ (Aligned to the above) ensure that MC owned facilities make a progressively greater (and measured) contribution to reducing health inequalities and are fully accessible to/from all the Borough's communities via targeted initiatives, facilities programming and staff training. The development and deployment of an all-encompassing leisure card scheme will facilitate this process.
- ◀ Identify ongoing investment, maintenance and refurbishment requirements to protect and improve existing sports facilities.
- ◀ Continue to work with local sports clubs to ensure facilities and workforce development programmes meet their needs and help them to increase capacity to meet community demand.

MIDDLESBROUGH COUNCIL: LEISURE FACILITIES STRATEGY

The following strategic priorities and actions relate to the overall management and programming of key facilities in Middlesbrough. All actions identified should take account of accessibility issues (hearing, visual and wheelchair access). In order to do this, MC will:

Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Sports halls: community use of education facilities Enhance	Maintain and look to increase community use of education facilities for sport and physical activity (especially by harder to reach groups)	Work directly with schools to ensure they manage their facilities to enable continued community use. Engage with Outwood Academy, Ormesby, Outwood Academy, Acklam and Middlesbrough College to look to extend community use – with netball as a primary customer. If an opportunity arises, assist netball to develop an indoor/covered 2-3 court venue. Identify whether Southlands could accommodate additional sports use and drive increases in physical activity and sport. This could be a key youth facility but requires partnership work and a real desire to succeed from all partners. (take account of the consultation undertaken by SLM and the Football Foundation surrounding the 3G pitch on site).	Short (High) Ongoing (High) Short (High)	Schools, Middlesbrough Council, NGBs Sport England	More schools opening for more community hours. Increase participation among targeted groups in particular

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Swimming pools Provide and Enhance	Ensure sufficient water space now and in the future. Strategically programme water time for all residents.	<p>Continue to invest in Neptune and Rainbow leisure centres (given the findings that there is no strategic requirement for a 50m pool in the area). Consideration needs to be given to whether Neptune Leisure Centre could be considered as a strategic hub site, given its close proximity to the focus wards of the LDP.</p> <p>Review programming to ensure hard to reach groups have the opportunity of aquatic activities. In particular, ensure that children from areas of higher deprivation have the opportunity to learn to swim</p> <p>Commission a study to determine how water-space availability can be increased, especially in the north of the borough – to specifically assess:</p> <ul style="list-style-type: none"> ◀ Whether Eston Leisure Centre in Redcar and Cleveland can contribute to increasing swimming participation in North Ormesby and Brambles & Thorntree. ◀ The potential to work across local authority boundaries to develop swimming facilities which are available and accessible to all those in the LDP area. 	<p>Ongoing (High)</p> <p>Short (High)</p> <p>Short to Medium (High)</p>	<p>MC, Everyone Active, Swim England.</p> <p>Everyone Active, MC</p> <p>Local Delivery Pilot, MC, Redcar and Cleveland Council</p>	<p>Feasibility study to consider if Neptune Leisure Centre can become a strategically placed well being hub. Investment strategy for Neptune and Rainbow leisure centres agreed and costed</p> <p>Increased number of children from IMD areas learn to swim. Clear plan on how to increase available water space - delivered.</p> <p>Increased swimming participation in four LDP wards.</p>

(Short term- 1-2 years; medium 3-5 years; long-term 5-10 years).

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Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Health and Fitness Protect and enhance	Continue to monitor quantity/quality of H&F offer in borough Ensure H&F provision is appropriate to the working population (workplace health agenda), those living in areas of higher deprivation the inactive, overweight and obese.	Monitor usage of H&F fitness facilities by age, gender, location etc, to drive participation increase in key market segments (particularly in the north of the Borough). Develop a workplace strategy designed to improve take-up of physical activity among people working in larger companies. Ensure a joined-up approach to ensure that the financial viability of existing facilities is not compromised and complementary activity is on offer to the wider borough workforce. Develop a set of retention targets linked to GP referral and other health related programmes.	Medium (Medium)	Everyone Active, MC	Increased participation: - in general - by residents from LDP area - identified targeted groups across the Borough
Squash Courts Protect	Retain current squash facilities to ensure the sport can continue in the area.	Maintain court quality via appropriate maintenance regimes. Actively promote squash in the area (link to workforce development plan identified below). Ensure that squash courts use for primary purpose is continuously justified; on an ongoing basis.	Long (Low)	MC Everyone Active, England Squash & Racketball	Number of hours of squash activity maintained. Number of coaches increased.
Athletics Protect	Maintain the collaborative work between Everyone Active and club use at the MSV.	Maintain and invest in the athletics track to ensure good quality and maintain its regional profile. Work with the Club to create a workforce development plan to help alleviate the waiting list, particularly with regard to junior development.	Ongoing (Low)	Everyone Active, England Athletics, Athletics Club	Maintain site quality. Increased athletics participation More events attracted
Netball Provide	Consider the scope (at MSV) to accommodate 2 outdoor netball courts (covered)	Commission a feasibility study to consider the best long-term outcome for netball development in the Borough.	Medium (Medium)	MC, England Netball, netball clubs, Everyone Active	Decision on future of netball agreed and communicated with wider partners.

MIDDLESBROUGH COUNCIL: LEISURE FACILITIES STRATEGY

Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Tennis development Protect	Maintain court quality and ensure availability to harder to reach sections of the population	Drive increases in participation by developing a Tennis Development Group which can help to plan and address workforce development needs.	Medium (High)	Management at Tennis facilities. Local tennis clubs LTA	Maintained quality of facilities. Increased tennis participation Increased number of events attracted.
Table Tennis development Enhance and provide	Address the facility requirements of Ormesby TTC in the context of wider demand for table tennis in Middlesbrough	Develop strategic table tennis plan which considers facility requirements for table tennis per se (i.e. joint plan moving forward).	Medium (High)	Table Tennis England, Clubs MC	TT development group in place. Development plan developed and agreed. Plans for new joint facility underway.
Dedicated specialist sports facilities Gymnastics Enhance and Provide MSV Protect	Address the latent demand for gymnastics Maintain the quality of facilities at MSV	Work with the gymnastics clubs to create a strategic plan geared to increasing/improving the gymnastics workforce. Support development of the Max Whitlock Gymnastics Academy in the south of the borough (where additional gymnastics provision is needed).	Short (High) Medium (Medium) High (ongoing)	Everyone Active & Max Whitlock Academy, MC, BG Everyone Active	Gymnastics development group established Workforce development plan in place Max Whitlock Gymnastics Academy open for business High quality of MSV facilities maintained

MIDDLESBROUGH COUNCIL: LEISURE FACILITIES STRATEGY

Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Cycling Enhance	Continue to invest and maintain condition of cycling infrastructure. Develop ancillary facility at velodrome	Deliver infrastructure investment plan to maintain facilities quality. Develop system for effective monitoring of participation and understand market segmentation. Commit funding to build a toilet block with additional changing, showers, lockers and bike storage which will address the safeguarding issue and encourage increased participation from a range of additional groups, next to the velodrome itself.	Medium (High)	MC, Everyone Active, British Cycling, cycle clubs	Increased participation in cycling at the site evidenced via Active Lives Survey. Toilet block built and being used
Local Delivery Pilot Area	Ensure facilities in the area are geared to driving increases in participation from identified LDP target groups	Identify and communicate key actions which will lead to increases in participation. Work with and through facility operators to drive up local community use. Ensure that monitoring and evaluation processes are well established to ensure validity and probity of programmes are confirmed. Develop and deploy an all-encompassing leisure card which ensures those in hardest to reach/high priority areas have access to instructor led and pay and play activities.	Short (High) Short (High)	LDP partnership, Everyone Active, MC, Schools	Increased Participation in identified target groups. All-encompassing leisure card revamped and deployed, costed and appropriate measurements and targets established
Borough wide development Enhance	Create a workforce development plan designed to build capacity in sports clubs across the Borough	Establish a working group to develop coaches and volunteers in the Borough in a range of sports. Consider how to deploy them to best effect linking to increased sporting opportunity at school sites - underpinning a stronger and more sustainable club structure in the Borough.	Short (High)	MC, Tees Valley Sport, Everyone Active, NGBs and schools	Plan in place and actively being worked towards, More active coaches and volunteers in the Borough.

MIDDLESBROUGH COUNCIL: LEISURE FACILITIES STRATEGY

Strategic Priority	Recommendation	Action	Timescale (Importance)	Responsibility	Measure
Planning Protect, Enhance, and Provide	Adopt this Strategy and ensure that recommendations are acted upon.	Encapsulate Strategy recommendations in Local Plan and other relevant MC strategies.	Medium (High)	MC	Strategy adopted by Council Recommendations incorporated in MC policy documents
Monitor and review	Keep the Facilities Strategy relevant and up to date.	Complete an annual light touch review. Undertake a complete review within 5 years of adoption.	Medium (High)	MC	Light touch reviews completed. Document updated

PART 5: HOW WILL SUCCESS BE MEASURED?

The Leisure Facilities Strategy identifies the investment and actions required to maintain and improve the high-quality built facilities infrastructure for Middlesbrough for the period up until 2033. A measurement mechanism is identified for each strategic priority. It is important that the Strategy is (and is treated as) a live document and used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component contributing to the quality of life of Middlesbrough residents.

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

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

In particular, the annual review process should include:

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

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

MIDDLESBROUGH COUNCIL: LEISURE FACILITIES STRATEGY

Model leisure card/discretionary pricing structure (presented by KKP at the Why Sports Conference 2 October 2018)

