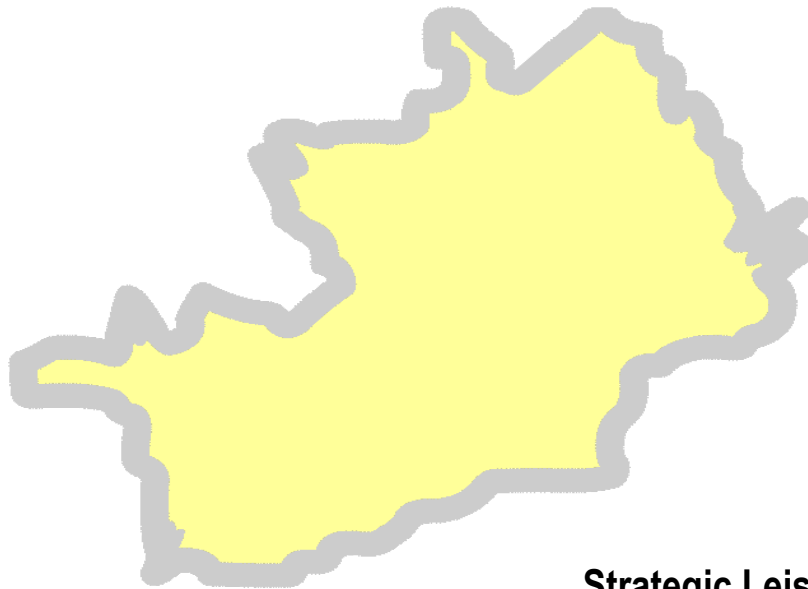




Active Hertfordshire
Sports Facilities Strategy
2007 - 2016



EXECUTIVE SUMMARY



By

Strategic Leisure Limited



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Introduction

- 1.1 The development of 'Active Hertfordshire' - the Hertfordshire Sports Facilities Strategy has been driven by a number of important factors at local level which clearly identify the need for a prioritised and strategic framework for future sports facility provision. These factors include the need for local authorities to identify priorities for investment in sports facilities, given the competing pressures at local level for capital and revenue funding, the need to improve health and address the growing obesity issue, particularly in young people, the need to increase participation, population growth, implementation of the education agenda (Building Schools for the Future (BSF), Public Service Agreement 1 (PSA1), Extended Schools), the growing network of school sports partnerships in the County, and critically the need for a prioritised strategic framework to inform and guide the future provision of sports facilities over the next 10 years to ensure that the needs of both a growing population, and increased numbers of participants can be met. This framework underpins the Vision for future facility provision in Hertfordshire through identification of local facility needs, and provides the basis for multi-agency partnerships to shape, implement and deliver the strategy. The identified priorities for future sports facility provision should also be reflected in Sustainable Community Strategies (to reflect the guidance in the Government White Paper), and Local Area Agreements (LAAs), at local authority level, to ensure the overall Vision is joined up, and implemented strategically.
- 1.2 Given the overwhelming need for investment in the County's existing sports facilities' infrastructure, because much of the existing provision is in poor condition, or is not 'fit for purpose' ie undersize or unavailable for community use, Active Hertfordshire supports the development of new provision which replaces such facilities, with well-designed, appropriate facilities, accessible to all, irrespective of location. In adopting this approach, Active Hertfordshire aims to address the findings of the Active People Survey (Sport England 2006), which highlights the overall need to increase participation given the worrying trends in respect of the current levels of physical activity across Hertfordshire:
- Only 20.5% of all adults (16+) take part in 3 x 30 minutes of moderate exercise each week
 - Over 50% of adults do not participate in any sport or physical activity
 - Low car ownership, socio economic status, gender and other deprivation factors continue to be major barriers to participation
 - The post school drop off (at age 16) is very significant - more than 50% of these young people stop participating in sport and physical activity
- 1.3 Active Hertfordshire also advocates the facilitation of opportunities for sport to deliver wider social and economic benefits and so realise 'value-add' in terms of quality of life, health improvement, business involvement, educational achievement and regeneration, where appropriate, through both small and large-scale multi-use community facilities. Partnerships for delivery, or innovative forms of governance, are crucial for both providers and partners in sports facility provision; they will help raise the overall profile of sport and its various benefits, and extend the engagement of a range of cross-sector organisations, which will result in increased capacity to develop sports facilities. Given that all the Districts and Boroughs in the County except Broxbourne Borough have now externalised the management of their public leisure facilities, the partnerships between local authorities and operators are fundamental to ensuring equality of opportunity and equity of access in relation to public sports facilities.
- 1.4 Equally, partnerships at local level will be fundamental to the implementation and delivery of Active Hertfordshire. An overview approach is set out for the implementation of the Strategy in Section V, but it is important to stress that ownership and delivery of the Strategy's recommendations is a shared responsibility. The rationale for this is a reflection of the infrastructure in Hertfordshire – a County Council which has significant responsibility for many local functions which affect the development and delivery of sports facilities, but which has no direct management responsibility for facilities although it is involved in existing dual-use facilities; 10 local authorities (but no unitary authority) charged with delivering sports facilities at local level, lots of commercial provision, a significant number of other facilities eg school. HE/FE, and those managed by Town and Parish Councils, significant political diversity across the county, and the significant potential through education of BSF. This fragmentation means there is no one owner of the strategy, but its implementation will require a recognition of the implications of the existing infrastructure, and a strong commitment to work in partnership through local policies and priorities, LAAs, and Community Strategies to deliver the strategic recommendations for future sports facility provision in Hertfordshire.

The Need for Active Hertfordshire

- 1.5 Similar to many other counties, Hertfordshire has a current stock of sport and leisure facilities, many of which are not of the appropriate quality, nor in the appropriate location to effectively address community needs, have suffered from a lack of long term investment, and which are inaccessible/unwelcoming for some potential users; the County also lacks facilities capable of staging or supporting major sporting events and fit for purpose provision to support some elite athletes.

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- 1.6 Hertfordshire has a higher number of pools built/refurbished before 1975 (17.05%) than the national average (13.32%). (Source Sport England, Active Places data, November 2006), and around 31% of all existing pools in Hertfordshire were built or refurbished before 1996. Overall Hertfordshire's pool facilities are not of as high a quality as some other counties in the East of England, but this is much to do with their design and scale as their condition. 8.86% of all sports halls in Hertfordshire were built or refurbished before 1975; this is lower than the national figure of 15.61%; however, 54.43% of existing sports hall facilities in Hertfordshire have been built/refurbished since 1996. (Source Sport England, Active Places data, November 2006). In general, design and condition of existing sports hall facilities in the county is better than that of the existing swimming pool stock.
- 1.7 Given these issues, there is a clear need for a prioritised strategy, which sets out the need for future investment in facility provision. Without this strategy it will be harder to make the case for investment, and this means that facility quality overall will continue to decline. The costs of refurbishing facilities will only increase over time, and therefore exacerbate the existing problem - a lack of resources to develop and deliver facilities which will assist in increasing participation and therefore help to improve health and quality of life. If the cost of maintaining and operating local authority sports facilities becomes prohibitive due to the backlog of investment works (and consequently health and safety issues), there is real potential that facilities will close; this could impact significantly on the health and specifically obesity levels of those groups that are unable to access alternative provision eg commercial health clubs, due to membership costs.
- 1.8 Hertfordshire has a higher number of pools built/refurbished before 1975 (17.05%) than the national average (13.32%). (Source Sport England, Active Places data, November 2006), and around 45% of all existing pools in Hertfordshire were built or refurbished before 1996. Overall Hertfordshire's pool facilities are not of as high a quality as some other counties in the East of England. 8.86% of all sports halls in Hertfordshire were built or refurbished before 1975; this is lower than the national figure of 15.61%; however, 54.43% of existing sports hall facilities in Hertfordshire have been built/refurbished since 1996. (Source Sport England, Active Places data, November 2006). This means that in general, the quality of existing sports hall facilities in the county is better than that of the existing swimming pool stock.
- 1.9 Despite the above needs, it is important to stress that there are many examples of good practice in the County; these include cross boundary working in Watford and Three Rivers to develop new fit for purpose facilities to meet the needs of local communities, partnership working between school sports partnerships and local sports clubs, across the County, proposals for development of new community sports facilities in St Albans and North Hertfordshire, work with the education sector in Stevenage through BSF, and development of partnerships for provision and facilities within the HE/FE sector eg Oaklands College and Gosling Sports Park.
- 1.10 Active Hertfordshire, whilst unable to be all things to all people, aims to set guiding principles and values with some objective judgements on the future options for facility provision, for partners to consider in the short, medium and long term.

The Vision for Active Hertfordshire

- 1.11 The vision for Active Hertfordshire is:

'To develop a network of quality and accessible community and specialist sports facilities, with appropriate support services, within Hertfordshire that will facilitate increased participation and achievement of potential, enhance quality of life and improve the health and well-being of local communities.'

- 1.12 This Vision is underpinned by six Policy Objectives (PO):

- PO1 - Demonstrate strategic need, both current and future, to inform need for facility provision
- PO 2 - Increase participation Countywide by 1% per annum for those aged 16+
- PO3 - Ensure provision of appropriate community resources for young people, physical education and school sport
- PO4 - Develop Countywide capacity of clubs, coaches and volunteers to facilitate participation at grass roots, and performance level
- PO5 - Improve health, and address social inclusion issues
- PO6 - Develop innovative partnerships for delivery which maximise available resources for investment and development of community and specialist sports facilities

- 1.13 The above Vision and Policy Objectives are underpinned by three Community Development Principles (CDP) plus a hierarchical approach to facility provision and development:

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Community Development Principles

- **CDP1** - Establishing partnerships to provide a network of multi-purpose accessible community facilities, which, linked to sport development initiatives, will deliver increased opportunities for participation in sport and physical activity and community activities
- **CDP2** - Ensuring the role of sport and physical activity, and its contribution to health, quality of life, educational achievement and social cohesion is recognised within communities
- **CDP3** - Using sport as a focus for community development and capacity building to deliver sustainable provision across the County

Provision of a Hierarchy of Facilities

- **Sub Regional** – Facilities that serve the whole county, and possibly wider e.g. 50m pool, 8 court badminton halls and above, and indoor tennis centres
- **District** – Facilities that serve a whole district/borough but whose catchments area may also cover parts of another district/borough
- **Local/Neighbourhood** – Facilities that serve the rural and specific urban areas; as a minimum all villages should have access to a dry indoor facility within the village that provides for a minimum of one badminton court and can cater for recreational activities in which different age groups can participate. All persons living in rural areas should be no further than 20 minutes drive time from a larger leisure facility and swimming pool open to the community. In urban areas, all persons should be within 20 minutes walking time of a larger leisure centre and a swimming pool open to the community.

N.B Drive and walk times are used as comparable measures with other current national policy; it is however recognised that limited public transport can impact severely on an individual's ability to access and utilise sports facilities, if they do not have private transport. Provision of public transport is frequently limited in rural areas.

- 1.14 The role of sports development is crucial to achieving the above Vision for Active Hertfordshire. It is essential to ensure that sports development need is a key determinant in assessing the demand for facility provision - both community and sports specific.

Scope of Active Hertfordshire

- 1.15 The scope of Active Hertfordshire covers the following facility types:

Table 1 - Scope of Active Hertfordshire

Sports Halls (all sizes i.e. 4 courts and above, 3 courts and below; village halls and community centres are not included although their role, particularly in more rural communities is acknowledged)	Golf Courses (minimum 18 holes)
Swimming Pools (all water space – 25m and all other laned pools, except Lidos)	Health and Fitness Suites (minimum 20 stations)
Synthetic Turf Pitches (minimum ¾ size, i.e. 75mx48m)	Indoor Bowls (minimum 4 rinks)
Athletics Tracks (minimum 6 lane synthetic track)	Ski Slopes
Indoor Tennis (minimum 2 courts)	Ice rinks
Stadia (professional football, / rugby)	
Regional analysis of outputs from national 'Active Places Power Plus' (formerly the Facilities Planning Model)	

N.B Although Lidos are not covered specifically by the scope of this Strategy, it is recognised that there are facilities in North Hertfordshire, East Hertfordshire, Broxbourne and Dacorum.

- 1.16 Grass pitches and training facilities, and specific needs for particular surface types (existing and proposed) are not covered in depth by the scope of this strategy; these facilities are the subject of NGB Facility Strategies, and/or local authority PPG17/Playing Pitch Strategies.

Hertfordshire - the County

- 1.17 Hertfordshire is located adjacent to Greater London on the north side, and in between key routes between London and the major cities of the Midlands and North. It covers an area of 634sq miles and has an estimated population of just over 1 million, 87% of whom live in the 45 settlements of over 3,000 people.

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1.18 There is one city (St Albans) and a variety of market towns, industrial towns, new towns (Letchworth and Stevenage), a Garden City (Welwyn Garden City), commuter villages and rural villages. There are ten Districts / Boroughs; the four southernmost are Broxbourne, Hertsmere, Watford and Three Rivers, urban Stevenage is in the north of the County, and the more rural, fairly sparsely populated districts of East Hertfordshire and North Hertfordshire are in the east and north east respectively.

1.19 At the time of Census in April 2001, the resident population of Hertfordshire was 1,033,977. Analysis of 2001 Census information identifies that:

<ul style="list-style-type: none"> Hertfordshire is an area with a predominately white population (95%). The largest ethnic minority group is Indian at 1.57% of the population, with small, but significant, numbers of other BME populations
<ul style="list-style-type: none"> The population profile is similar to that of England but with slightly fewer people in the 5-14 age bracket and a greater proportion of the 25-64-age bracket; the County's population is therefore ageing, which will in the longer term impact on the nature of sports facilities required
<ul style="list-style-type: none"> Generally good health but significant variation in life expectancy. The percentage of residents in Hertfordshire with limiting long-term illness is 27.51
<ul style="list-style-type: none"> Statistics related to transport identified that the number of households without a car/van was slightly lower than the England and Wales average (17.69% compared to 26.8%). although the number of households with 2 or more cars was above the England and Wales averages (31.61% compared to 23.56%)
<ul style="list-style-type: none"> There is a lower unemployment average in Hertfordshire compared to the England and Wales average (2.13 compared to 3.35)
<ul style="list-style-type: none"> The University of Hertfordshire has a significant impact on the demographic profile of the county, given the large population of young people studying at the University; this large population of young people also impacts on the demand for sports facilities, given that generally this age group is physically active

Key factors for Hertfordshire

1.20 The key factors for Hertfordshire which have been reflected in the development of Active Hertfordshire are:

<ul style="list-style-type: none"> Rural/Urban split; this has significant implications for accessibility, as drive times in urban and rural areas are very different, and there are generally fewer facilities in rural areas 	<ul style="list-style-type: none"> The potential for economic benefits linked to facility provision e.g. tourism and sports tourism
<ul style="list-style-type: none"> The 'Building Schools for the Future' (BSF) Programme, and its roll out across the County, with Stevenage Borough being the initial BSF Programme in Hertfordshire 	<ul style="list-style-type: none"> The growing HE/FE sector and the potential for these sites to host major sports facilities
<ul style="list-style-type: none"> Sustainability, in terms of capital investment, usage, and accessibility, and specifically accessibility, in the context of the need to reduce levels of carbon emissions 	<ul style="list-style-type: none"> Reflecting 'Healthy Futures' (regional Physical Activity Strategy) at county level and specifically the need to ensure children have a healthy start in life, facilitate 'active ageing', increase participation by women and certain ethnic communities, and contribute to the recommended levels of physical activity for the region
<ul style="list-style-type: none"> The opportunity to develop and enhance volunteer skills in the County through involvement in the 2012 Games 	

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- 1.21 The increase in the County's population will impact on the demand for community sports facilities, and supports the need for investment in existing poor quality facilities, and the development of new provision, where appropriate. Population growth also links into Building Schools for the Future (BSF) as new schools will need to be provided to meet increased numbers of school age residents, who will also have demands for access to sports facilities - curriculum and community.

N.B. The County strategy includes an overview of existing population data; given that figures may change at local level as a result of new housing development, and significant growth areas, detailed population assessments are included in local district or borough sports facility strategies.

Active Hertfordshire - Challenges and Issues

- 1.22 The key challenges facing the County in terms of future provision of sports facilities can be summarised as:

- **Providing the appropriate number of Quality, Fit for Purpose Facilities**
- **Identifying the resources needed to provide facilities, and from where they can be sourced**
- **Assessing the best way to ensure provision for elite athletes, training and competition**
- **Developing and resourcing Partnerships to help deliver the appropriate number of quality, fit for purpose facilities**

Identifying Current and Future Sports Facilities Need

- 1.23 The supply and demand analysis to inform Active Hertfordshire is based on assessment using three methodologies - the Sports Facilities Calculator, Active Places Power +, and Facilities per 1000 population. All these methodologies are explained in detail in the Glossary to this strategy, plus Appendices 4 and 8. A detailed explanation of the figures behind the modelling is detailed in Appendix 8.

Sports Facility Calculator (SFC)

- 1.24 In assessing the balance between supply and demand using the demand parameters contained within the SFC, 'accessibility' has been modelled which weights supply at 100% for community use facilities, 70% for educational facilities and 30% for commercial/private facilities.
- 1.25 The SFC modelling for this Strategy has been undertaken using mid 2005 population figures, plus identified estimates for 2016. This Given that Hertfordshire has one of the largest populations of the East of England counties, it is inevitable that the County will require a high level of facility provision. Therefore if existing levels of provision are below the identified needs, this calculation shows a deficit. In assessing the actual impact of this deficit, however, the level of commercial provision needs to be taken into account, as this is high in the county, and there are very affluent areas of population in both counties, who are more likely to be accessing this type of facility provision.

Active Places Power Plus (APP+)

- 1.26 A regional and county level analysis of Sports Halls and Swimming Pool provision has been carried out using the Active Places Power Plus (APP+) strategic planning tool, (formerly known as the Facilities Planning Model (FPM)). This study assessed the supply and demand (as determined by the modelling parameters) for these facilities using 2007 population figures and also projections for 2016, in relation to Hertfordshire. The APP+ analysis demonstrates that currently, in broad terms for swimming pools and sports halls, the capacity of existing provision in Hertfordshire is greater than the actual demand. This modelling does not, however take into account qualitative factors such as the availability and accessibility of provision, both of which are critical factors in the County.

Facilities per 1000 population

- 1.27 The facilities per 1000 population calculations demonstrate the current level of provision of specific types of facilities in Hertfordshire and its districts, and the level of additional provision of each facility type that is required to maintain current standards of provision per 1000 population.

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Increase in Participation

- 1.28 The national target of a 1% year on year increase in participation also needs to be considered because if this is achieved the number of active participants will increase significantly. Whilst some of the additional demand will be satisfied by non-facility based activities such as walking, other popular sports such as swimming will need 'places' in which to participate.
- 1.29 To illustrate this, the current population of the County is 1,047,500, and is due to increase to 1,098,600; this equates to an increase in population of 89,200 by 2016. Whilst the population will increase, it is fair to assume that the total increase in population will not equate to the total increase in participation, given that not everyone participates in sport and physical activity and that not all participation increases will be in formal facilities.
- 1.30 Increasing participation in Hertfordshire by 5% by 2016 will require provision of additional places and spaces in which to participate in sport and physical activity. These are set out in Table 2 below:

Table 5 - Need for Additional Sports Hall and Swimming Pool Provision to meet increased participation and population demands

LOCAL AUTHORITY AREA	CURRENT POPULATION (2004 based GAD estimates, published 2007)	INCREASE IN POPULATION BY 2016	NEED FOR ADDITIONAL SPORTS HALL PROVISION (4 BADMINTON COURT SIZE AND ABOVE) BY 2016 BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)	NEED FOR ADDITIONAL SWIMMING POOL PROVISION (4 LANE X 25M SIZE AND ABOVE) BY 2016 BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)
Broxbourne	89,000	4,100	4.8	1.8
Dacorum	139,200	3,200	5.7	3.4
East Hertfordshire	133,600	6,500	4.2	0
Hertsmere	95,600	4,500	0.6	0
North Hertfordshire	123,700	10,400	4.5	0
St Albans	133,600	8,700	4.7	2.3
Stevenage	80,200	2,600	2.2	2.4
Three Rivers	87,000	6,100	4.1	1
Watford	80,000	2,000	2.2	1.7
Welwyn Hatfield	103,900	6,900	1.5	0.5
TOTAL	1,065,800	55,000	34.32 4 badminton court sports halls	13.1 4 LANE X 25M pools

N.B Supply and demand modelling undertaken in March 2007.

Community Sports Facilities Priorities - Future Priorities

- 1.31 In Hertfordshire there is an overwhelming need to invest in the current stock of community sports facilities. If this is not possible, then it is a priority to invest in replacement provision; areas of population growth will require new facility provision, and particularly where it proves impossible to open up existing facilities for community use. Specific requirements are summarised in Table 3 overleaf on a local authority basis:

Table 3 Local Authority Sports Facility Needs (based on current and future population, and participation increase of 5% to 2016)

LOCAL AUTHORITY	IDENTIFIED SPORTS FACILITY INVESTMENT REQUIREMENTS ie additional/enhanced provision , based on population increase and increased demand (5%)
Broxbourne	<ul style="list-style-type: none"> • Investment in Hoddesdon Outdoor Pool (building fabric to improve overall quality) • 1.8 swimming pools (4 lane x 25m) • 4.8 sports halls (4 badminton court size) • 135 fitness stations (accessible and affordable for community use) • Fit for purpose athletics facilities ie facilities which comply with NGB specifications

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LOCAL AUTHORITY	IDENTIFIED SPORTS FACILITY INVESTMENT REQUIREMENTS ie additional/enhanced provision , based on population increase and increased demand (5%)
Dacorum	<ul style="list-style-type: none"> • Increased access to community sports facilities on school sites – The Cavendish School, Kings Langley School, Ashlyns School • Refurbishment of existing community sports facilities (to improve quality) • 5.7 sports halls (4 badminton court size) • 3.4 swimming pools (4 lane x 25m) • 257 fitness stations(accessible and affordable for community use) • 3 x full size, floodlit ATPs (plus investment in Longdean School facility); there should be further assessment of the appropriate surface required, but a minimum of 1 should be sand filled to facilitate use by hockey ; the others could be 3G • More outdoor tennis courts • Increased access to community sports facilities on school sites, particularly out of school hours e.g. Berkhamsted Collegiate School (new swimming provision).
East Hertfordshire	<ul style="list-style-type: none"> • 4.2 sports halls (4 badminton court size) (no council-owned facilities); priority areas are Hertford and Bishops Stortford • Increase in accessible sports hall space ie opening up existing facilities for community access • 182 fitness stations(accessible and affordable for community use) • More outdoor public tennis courts in Bishop’s Stortford
Hertsmere	<ul style="list-style-type: none"> • Full size floodlit MUGA, Meadows Park, Borehamwood (3G) • 0.6 sports halls (4 badminton court size); priority area would be Potters Bar • Improved use of existing provision, particularly school facilities linked to the PESSCL programme and School Sport Co-ordinator Partnerships. • Develop floodlit facilities at the multi use games area in Meadow Park, Borehamwood • Establish a 3 year pitch enhancement programme for the Borough’s sports pitches • Establish a 3 year programme to refurbish sports pavilions in Hertsmere’s parks
North Hertfordshire	<ul style="list-style-type: none"> • Replacement for North Hertfordshire Leisure Centre • Replacement of other existing facilities, to develop a strategic network of facility provision, based on population centres • 4.5 sports halls (4 badminton court size) • 154 fitness stations (accessible and affordable for community use) • 4 x full size, floodlit ATPs(Baldock and Hitchin FC, Knights Templar School, Royston); there should be further assessment of the appropriate surface required, but a minimum of 1 should be sand filled to facilitate use by hockey; the others could be 3G
St Albans	<ul style="list-style-type: none"> • 4.7 sports halls (4 badminton court size) • 2.3 swimming pools (4 lane x 25m) (excludes new pool, Westminster Lodge); enhanced swimming pool facilities, particularly a competitive swimming venue for the district • 99 fitness stations (accessible and affordable for community use) • 5 x full size, floodlit ATPs; there should be further assessment of the appropriate surface required, but a minimum of 1 should be sand filled to facilitate use by hockey • A new indoor bowling facility in the district • Improved provision for young people • Improvements to ancillary facilities at Westminster Lodge Athletics Track • Modernised/new sports centre provision to replace facilities that are becoming tired and dated • New indoor tennis facilities • Specialist Sports College, Nicholas Brakespeare School (improvements to meet Sports College criteria) • Increased access to community sports facilities on school sites
Stevenage	<ul style="list-style-type: none"> • 2.2 sports halls (4 badminton court size) • 2.4 swimming pools (4 lane x 25m) • 34 fitness stations (accessible and affordable for community use) • 1 x full size, floodlit ATP (3G)

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LOCAL AUTHORITY	IDENTIFIED SPORTS FACILITY INVESTMENT REQUIREMENTS ie additional/enhanced provision , based on population increase and increased demand (5%)
	<ul style="list-style-type: none"> • Increased Martial Arts provision, ideally a permanent dojo • Indoor archery facilities. • Technical athletics facilities (Jumps and throws) and J Tracks to enable school club links on school sites
Three Rivers	<ul style="list-style-type: none"> • 4.1 sports halls (4 badminton court size) - Sports halls at 6 secondary schools • 1 swimming pool (4 lane x 25m) (this need will be addressed by the new pool at Woodside in the north of Watford Borough) • 201 fitness stations (eg Croxley Green) (affordable and accessible for community use) • 2 x full size, floodlit ATPs, 3G • Learner Pool – Sir James Altham Leisure Centre (minimum 12m x 12m) • Specialist gymnastics facilities, preferably a permanent venue • More squash facilities <p>N.B The swimming need will be addressed through the new pool at Woodside, Watford.</p>
Watford	<ul style="list-style-type: none"> • 2.2 sports halls (4 badminton court size) • 1.7 swimming pools (4 lane x 25m) • 107 fitness stations (affordable and accessible for community use) <p>N.B These needs will be met through the 2 new facility developments in the Borough (one in the north at Woodside, and one in the town centre).</p>
Welwyn Hatfield	<ul style="list-style-type: none"> • 1.5 sports halls (4 badminton court size) • 0.5 swimming pools (4 lane x 25m) • 130 fitness stations (affordable and accessible for community use)

N.B It is also important to reflect that there is a need to provide additional permanent mat areas/dojos across the County to facilitate participation in martial arts; these type of facilities can be provided in smaller multi-purpose spaces eg halls/gyms.

- 1.32 This investment may not mean additional provision; there may be opportunities to open up access to existing school facilities (private and state schools), or to refurbish and extend existing sports facilities. Rationalisation of provision and replacement with fewer better quality facilities, whilst reducing facility quantity, may actually have a greater impact on increasing participation, and be more sustainable to operate, because the facilities will be fit for purpose. However, if existing facilities are unfit for purpose, or cannot be opened up for community use, there will be a need to develop replacement facility provision. Where this cannot be achieved in growth areas, there will be a need to develop additional facilities to meet demand.
- 1.33 In order to meet participation increases there will be a need for additional facilities; the issue is whether the additional provision can be delivered through existing provision, by improving quality, and/or opening up facilities, or whether in the event of these not being achievable, there is a need to construct new facilities.

Hertfordshire Sport Specific Facility Investment

- 1.34 The provision of additional and improved sport specific facilities is a priority in Hertfordshire, to address the current export of some elite athletes for training and competition, to facilitate the development of talented young athletes, to provide a wide range of participation choices, and critically to harness the potential participation benefits (community and elite athletes) of 2012.
- 1.35 Based on the consultation feedback from the NGBs the following are the identified sport specific facilities' investment issues for Hertfordshire:

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Table 4 - Sport Specific Investment Issues (Facilities in bold are those which already exist, but require investment)

SPORT	IDENTIFIED SPORT SPECIFIC FACILITY INVESTMENT ISSUES
Archery	<ul style="list-style-type: none"> Indoor facility, Stevenage
Athletics	<ul style="list-style-type: none"> Compliant facility, Broxbourne Indoor training facilities, and improved outdoor ancillary facilities, St Albans
Badminton	<ul style="list-style-type: none"> Refurbishment of existing halls in poor condition All new community centres/village halls should include 1 or 2 badminton courts with correct hall height, lighting and size Competition standard badminton courts
Indoor Bowls	<ul style="list-style-type: none"> Indoor facilities, St Albans
Canoeing	<ul style="list-style-type: none"> White Water Centre Canoe Centre, Lee Valley Park, Broxbourne, Hertfordshire Performance Centres (based around BCU World Class Clubs/Sites) to develop paddling skills at all levels eg Broxbourne
Cricket	<ul style="list-style-type: none"> Indoor centres - South West Hertfordshire New cricket grounds - M11 or A14 corridor
Cycling	<ul style="list-style-type: none"> Traffic free facilities based in the County Closed circuit - venue in Watford
Equestrian Sports	<ul style="list-style-type: none"> Investment in existing provision to improve access to higher quality facilities Provision of facilities for non-Olympic disciplines e.g. reining Improved provision of facilities Royal Veterinary College, Oaklands College
Football	<ul style="list-style-type: none"> Priority investment will continue to be linked to FA Community Club status Strategic Sites across the region, with priorities being Welwyn Hatfield, Broxbourne, St Albans
Gymnastics	<ul style="list-style-type: none"> Sapphire School of Gymnastics-, Hemel Hempstead Sports Centre, Hertfordshire - extension to sports centre Gymnastics Facility, Ashlyns School Purpose built facility, Watford Gymnastics Club Additional equipment, coaches and infrastructure, and if possible specialist facilities, Ware Gymnastics Club Specialist gymnastics facility, Three Rivers
Hockey	<ul style="list-style-type: none"> 2 pitch sites and ancillary facilities
Martial Arts/ British Judo	<ul style="list-style-type: none"> Additional permanent mat areas/dojos Martial arts facility, Dacorum Martial Arts provision, Stevenage Replacement permanent judo facilities, St Albans Judo Club Improved boxing facilities
Netball	<ul style="list-style-type: none"> New facilities built to Netball specifications with correct run offs 1 or 2 court venue required with meeting rooms and viewing area appropriate for competitions and UKCC delivery - Mid Hertfordshire Refurbishment of existing sport halls in poor condition Additional outdoor courts and toilets/ changing facility required on sites where leagues significantly increase in size Planned projects include extension to courts at Wormly playing fields, Broxbourne to cater for increase in league usage

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SPORT	IDENTIFIED SPORT SPECIFIC FACILITY INVESTMENT ISSUES
Rugby Union	<ul style="list-style-type: none"> • 1 model 3 venue - each county (An established venue with a wide range of programmes and potentially a higher level competitive rugby). N.B Model Venue 1 – Usually a club, school or other provider playing recreational, introductory and lower level competitive rugby; Model Venue 2 – Club, school, university or other provider, with a wider programme; Model Venue 4 – A venue for top level training and competition rugby. As part of the development of the World Class Plan the RFU Performance Director will analyse the requirements of the elite game. Facilities catering for national level rugby such as Twickenham, Castlecroft, the academies, player development centres can to a large extent be considered within model venue 4. • ATP 3 rd Generation • Upgrades to National League Clubs - Old Albanians, Hertford RFC • Saracens' Training Venue for Premiership and Academy
Swimming	<ul style="list-style-type: none"> • Feasibility into 50m pool at Uof H as one option to replace ageing/unfit facilities across county and provide venue for elite training and competition
Tennis	<ul style="list-style-type: none"> • Additional tennis courts, Dacorum • Additional tennis courts, Bishop's Stortford • Indoor training facilities, St Albans
Volleyball	<ul style="list-style-type: none"> • Indoor Halls - minimum size requirement is 37m x 28m - in all main population centres ie over 50,000 population; this level of provision should also link into other sports requiring sports halls eg basketball, netball, handball etc • Access to 2 court(netball) halls for competition

Summary of Recommendations

1.36 In summarising the above priority investment needs, it is important to be clear that:

- Investment in future sports facility provision is not about additional provision alone; there may also be opportunities to open up access to existing education facilities (private and state schools), or to refurbish and extend existing sports facilities. Rationalisation of provision and replacement with fewer better quality facilities, whilst reducing facility quantity, may actually have a greater impact on increasing participation, and be more sustainable to operate, because the facilities will be fit for purpose. If existing facilities are unfit for purpose, or cannot be opened up for community use, there will, however, be a need to develop replacement facility provision. Where this cannot be achieved in growth areas, there will be a need to develop additional facilities to meet demand.
- There will be a need for additional facilities in order to meet participation increases; the issue is whether the additional provision can be delivered through existing provision, by improving quality, and/or opening up facilities, or whether in the event of these not being achievable, there is a need to construct new facilities.
- There is significant building work going on across the County, which is reflected in the District/Borough overviews, and will provide some means of addressing identified deficiencies in provision.
- The NGBs are clear about the facility needs in the County for their sport, and have articulated these needs at County, District and Borough level.
- There is a need for significant investment in the current facility stock.
- If population growth is combined with increased demand this results in a need for significant investment in facility provision in the County.
- The identified needs in terms of sports halls and pools is complicated by the fact that many school sites have facilities which are not as accessible as they could be for the local community. Therefore the need for additional provision is not just about new build; it is also about opening up pay and play access to existing facility provision. This approach then needs to link to rationalisation, investment and new build.

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- There is not always a good link between the perceived facility needs of local authorities, those of NGBs and those of the voluntary sector; given that the strategy identifies the priority facility needs for the County, these issues should be addressed through its implementation.
- There remains a need for more detailed work at District/Borough level to deal with population movement and planning of provision into the future.

Active Hertfordshire - Strategic Recommendations

- 1.37 The delivery of the identified priority community and sports specific sports facilities, and the development of a quality, 'fit for purpose' network across Hertfordshire will require significant time and resources; its achievement will also be dependent on partners in sport and leisure working to a common purpose, focused on improving and developing sports facilities provision, to address identified needs for both a growing, and more active population.
- 1.38 Increasing participation in Hertfordshire by 5% by 2016 will require provision of additional places and spaces in which to participate in sport and physical activity.
- 1.39 **Whilst developing additional facilities (i.e. provision over and above existing levels) is a priority in the County to meet increased population and participation demands only if existing facilities cannot be opened up for community use, investment in replacement or improved sports facility provision is critical, given the fact that many existing swimming pools in Hertfordshire are small and in a poor condition, and on education sites. Improving and in some cases extending existing sports facility provision is a very important element in terms of the future, and is necessary to underpin the policy objectives of this Strategy, particularly in relation to:**
- Replacement or rationalisation of ageing and poorly located facilities
 - Modernisation of provision to provide more cost effective and therefore operationally sustainable facilities
 - Negotiation of improved access to, availability of, existing facilities for community use
 - Improving quality to attract and retain increased participation
 - Strategic planning for future provision, to optimise available resources, and where possible plan across boundaries, which may mean taking challenging decisions about current and future facility location
 - Provision of fit for purpose provision, meeting the needs of the overall population
 - Developing an integrated facility providing for both community and sport specific needs; these could be multi-purpose facilities on one site, to provide a critical mass of provision, accessible to the whole community
 - Providing replacement facilities in alternative locations which best meet the needs of existing and new communities
 - Development of a facility hierarchy
- 1.40 The identified facility needs can be provided through existing facility stock, given the quantity of current provision; to achieve this, however, there will need to be significant resources invested to improve the quality and accessibility of existing facilities which do not currently provide for community use usage, or development of new facilities to replace existing provision which is not fit for purpose. Specific needs include:
- Investment in older facility stock in the County, to improve its accessibility and usability, given that existing levels of provision are sufficient to meet current and future needs based on both population growth and increased participation
 - Negotiated access to, and availability of, an increased number of existing facilities for community use
 - Addressing the identified priority needs for sport specific facilities where they will also provide opportunities to develop, establish and increase wider community participation
 - Innovative but realistic partnerships for provision
 - Increased facilitation and a stronger lead role on the part of strategic sports stakeholders
 - Clear identification of programming, pricing and opening hours in local authority specifications for management contracts, to ensure both individuals and clubs have appropriate access to facilities
 - Strengthening of the role of the voluntary sector eg local clubs

Developing a District/Borough Sports Facility Strategy

- 1.41 The development of a clear and prioritised local sports facility strategy is critical to underpin strategic planning, internal and external investment, links to S106 and the planning agenda resource allocation, increasing participation, partnerships for provision and the development of Local Standards for provision.

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1.42 This document should set out the priorities at local level, based on a robust assessment of existing provision, its quality, quantity and accessibility proposals for new provision, and options for improving/extending existing facilities. To 'make this local case' the following should be undertaken:

- Analysis of the local context eg what are the key priorities and how can sports facilities contribute to achievement of objectives?
- Analysis of the local population data, and specifically future population statistics, to ensure identified needs reflect the planning framework. In particular the future population projections used for supply and demand modelling for sports facility provision need to reflect issues such as inward and outward migration, housing growth, the percentage of the existing population that is likely to occupy some of the new homes (in the East of England currently (based on 2005 research), roughly a third of all new housing is likely to be occupied by existing residents as the number of one person households grow, and immigrants are housed), the impact of new settlements on the boundary of local authorities, cross boundary planning, ageing communities, etc
- Audit current provision - quality, quantity and accessibility (who is providing what, where, and how; what is its quality? How accessible is it?)
- Map current provision
- Consultation with key partners and stakeholders to identify their current and future needs; this will also need to reflect opportunities and options for provision eg impact of major event, investment through BSF
- Supply and demand modelling based on Sport England strategic planning tools eg Active Places Power, APPP+, and SFC
- Map catchment areas for existing facility provision
- Identify priorities for current and future provision - sport specific facilities, community sports facilities, by type and area
- Assess implications of other planned/ proposed provision and how this might address identified priorities
- Develop options for the way forward, including funding and partnerships
- Develop recommendations
- Produce strategy and action plan to guide its implementation eg following production of the strategy, there may be a need for more detailed feasibility studies on specific facility developments, or it may be appropriate to consider future options for operational management and delivery

Recommendation 1 - Invest in Existing Facility Stock

1.43 Investment in current facility stock to improve quality and accessibility is critical in both the short and longer term:

- Maintain existing levels of facility provision (facilities per 1000 population) to 2016, even if the facilities are provided through alternative access arrangements/replacement facilities
- Ensure investment in existing facilities is a corporate priority, and that revenue and capital resources reflect this adequately
- Ensure all refurbishments address issues of quality and fit for purpose' to improve overall facility stock eg floodlighting for outdoor courts, pitches and tracks,
- Ensure appropriate level of resources allocated for maintenance of both existing and new facility provision
- Enhance existing natural provision of a County/sub-regional status where greater participation benefits can be delivered
- Continued provision of high quality fine turf and outdoor club practice facilities
- Continued access to indoor facilities to support the projected growth in club participation and membership

Recommendation 2 - Develop new Facility Provision

1.44 Develop new facility provision to enable:

- Replacement/rationalisation of ageing and poorly located facilities - specifically swimming
- Modernisation of provision to provide more cost effective and therefore operationally sustainable facilities
- Improved quality to attract and retain increased participation
- Strategic planning for future provision, to optimise available resources, and where possible plan across boundaries, which may mean taking challenging decisions about current and future facility location eg choosing to provide in partnership out of the borough/district, rather than providing directly within the district/borough
- Provision of fit for purpose provision, meeting the needs of the overall population eg appropriate size to meet usage requirements, floodlighting for outdoor tracks, pitches and courts,
- Spectator involvement and participation in a variety of sports
- Developing an integrated facility providing for both community and sport specific needs
- Providing new facilities in alternative locations which best meet the needs of existing and new communities
- Development of appropriate programming approaches to meet locally identified need

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- 1.45 When developing new facility provision, there should be an emphasis on flexibility of design, to maximise space, and usage potential across a range of activities. Large storage spaces are a priority to accommodate a greater range of equipment, to ensure facilities are future-proof, and can accommodate the greatest possible range of sports. Innovative design should use ICT wherever possible to change the configuration of hall space quickly and efficiently. It is also important to ensure design is inclusive, to ensure that the requirements of as many sports as possible are provided for eg height, size etc, as well as floor surfaces to accommodate extreme sports in winter and more traditional activities throughout the year.
- 1.46 The planned population increases in the County will also require additional sports facility provision, as discussed previously in the strategy; however, the key focus for future provision is on increasing participation. Table 4 below reflects the level of provision needed to provide for both population and participation increases.

Table 5 - Need for Additional Sports Hall and Swimming Pool Provision to meet increased participation and population demands

LOCAL AUTHORITY AREA	CURRENT POPULATION (2004 based GAD estimates, published 2007)	INCREASE IN POPULATION BY 2016	NEED FOR ADDITIONAL SPORTS HALL PROVISION (4 BADMINTON COURT SIZE AND ABOVE) BY 2016 BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)	NEED FOR ADDITIONAL SWIMMING POOL PROVISION (4 LANE X 25M SIZE AND ABOVE) BY 2016 BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)
Broxbourne	89,000	4,100	4.8	1.8
Dacorum	139,200	3,200	5.7	3.4
East Hertfordshire	133,600	6,500	4.2	0
Hertsmere	95,600	4,500	0.6	0
North Hertfordshire	123,700	10,400	4.5	0
St Albans	133,600	8,700	4.7	2.3
Stevenage	80,200	2,600	2.2	2.4
Three Rivers	87,000	6,100	4.1	1
Watford	80,000	2,000	2.2	1.7
Welwyn Hatfield	103,900	6,900	1.5	0.5
TOTAL	1,065,800	55,000	34.32 4 badminton court sports halls	13.1 4 LANE X 25M pools

- 1.47 Table 6 below shows the impact on future facility demand as a result of population growth only.

Table 6 Impact of Population Increase on the future need for Sports Hall and Swimming Pool Provision

LOCAL AUTHORITY AREA	CURRENT POPULATION (2004 based GAD estimates, published 2007)	INCREASE IN POPULATION BY 2016	NEED FOR ADDITIONAL SPORTS HALL PROVISION (4 BADMINTON COURT SIZE AND ABOVE) BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)	NEED FOR ADDITIONAL SWIMMING POOL PROVISION (4 LANE X 25M SIZE AND ABOVE) BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)
Broxbourne	89,000	6,600	4.8	1.8
Dacorum	139,200	3,200	5.7	3.4
East Hertfordshire	133,600	6,500	4.2	0
Hertsmere	95,600	4,500	0.6	0
North Hertfordshire	123,700	10,400	4.5	0
St Albans	133,600	8,700	4.7	2.3
Stevenage	80,200	2,600	2.2	2.4
Three Rivers	87,000	6,100	4.1	1
Watford	80,000	2,000	2.2	1.7
Welwyn Hatfield	103,900	6,900	1.5	0.5

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LOCAL AUTHORITY AREA	CURRENT POPULATION (2004 based GAD estimates, published 2007)	INCREASE IN POPULATION BY 2016	NEED FOR ADDITIONAL SPORTS HALL PROVISION (4 BADMINTON COURT SIZE AND ABOVE) BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)	NEED FOR ADDITIONAL SWIMMING POOL PROVISION (4 LANE X 25M SIZE AND ABOVE) BASED ON INCREASED POPULATION AND PARTICIPATION (5% INCREASE)
TOTAL	1,065,800	50,900	29.7 4 badminton court sports halls	11.3 4 LANE X 25M pools

Recommendation 3 - Address Unmet Demand

1.48 To address existing unmet demand will require:

- Provision of increased access to community use health and fitness facilities
- Provision of additional ATPs, particularly on education sites where they can deliver both curriculum and community needs
- Investigate alternative options for facility access, for example private schools, education sites, HE/FE, neighbouring authorities
- Management specifications including a focus on social objectives, implemented through appropriate programming of facilities, and application of realistic pricing policies

Recommendation 4 - Negotiate increased Accessibility/Availability to Existing Facilities

1.49 To address identified issues of accessibility to, and availability of, existing sports facilities for community use will require negotiation with a range of providers to facilitate extended access/availability, or at minimum, establish some access/availability for community use.

1.50 The role of individual schools (state and private) and Governing Bodies is critical in relation to access beyond the school day for both local communities, and indeed students attending the school, given the targets to increase participation in sport and physical activity beyond the curriculum. The role of individual schools and Governing Bodies is critical in relation to access beyond the school day for both local communities, and indeed students attending the school. The access to such facilities which is a requirement of the BSF Programme will take time to impact as the Programme is implemented across the County. In the interim period, it is important for local authorities to work with schools, HE/FE to ensure maximum access to sports facilities is achieved at local level; this will assist in delivering the national objective of ensuring all students aged 16 years and below have access to 2 hours of curriculum PE and Sport, and 3 hours outside the curriculum on a weekly basis, and those aged 16-19 years have access to 3 hours of sport and physical activity outside the curriculum environment.

1.51 In relation to existing and future sports facility provision there are then three priority approaches to adopt to meet current and future needs in terms of accessibility, increased participation and additional demand as a result of population growth:

- **REFURBISHMENT**
- **EXTENDING/ENHANCING ACCESS TO EXISTING FACILITIES**
- **NEW BUILD WHERE THERE IS A NEED TO REPLACE OUTDATED FACILITIES, WHICH CAN NO LONGER PROVIDE APPROPRIATELY, OR WHERE THERE IS AN OPPORTUNITY TO RATIONALISE TO INCREASE SUSTAINABILITY, OR WHERE THERE IS DEMAND FOR PROVISION WHERE IS DOES NOT CURRENTLY EXIST**

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Recommendation 5 - Resourcing future Sports Facilities Provision

BSF

- 1.52 The opportunities presented for sports facilities development through implementation of BSF in Hertfordshire are significant, but will require the following approach:
- Develop a countywide approach to the integrated provision of community sports facilities alongside BSF (the model being developed in Stevenage could provide a pilot for this), linked to Extended Schools, and where possible, development of dual-use provision
 - Ensure there is an understanding at local level of the need for early dialogue between education and leisure i.e. County and District/Borough
 - Ensure priorities for sports facilities provision at local level are identified to facilitate strategic integration into initial BSF discussions
 - In identifying the need for current and future sports facility provision, and how this might be integrated into the BSF process, it is critical to maximise opportunities for planning across boundaries, given that community catchment areas do not always reflect local authority boundaries
 - Identify how education investment can contribute to delivery of local priorities for sports facility provision, particularly swimming pools
 - Ensure that BSF sports facilities have an appropriate Community Use Agreement, or equivalent from the outset, to maximise access for the local community, and ensure facilities are affordable

Recommendation 6 - Partnership

- 1.53 Partnership approaches and ways of working are critical for future provision of sports facilities, but require development at local level to:
- Ensure internal communication between leisure and planning at local level
 - Ensure communication between leisure and education at local level
 - Actively seek to establish innovative partnerships to support and facilitate specific facility developments eg co-location of provision to create Community Sports Hubs
 - Actively seek to develop and establish long term partnerships with the commercial sector, to realise increased investment in community sports facilities e.g. Community Sport Hubs
 - Actively seek to develop long term partnerships with the HE/FE sector, particularly in relation to major, or sport specific facility development

Recommendation 7 - Planning Framework

- 1.54 The future provision of sports facilities requires a specific approach within the planning framework:
- Ensure internal communication between leisure and planning at local level
 - Integrate local needs for sport and leisure into S106 priorities
 - Ensure local priorities for sport and leisure are included in developing SPD and the Local Development Framework policies, to reflect those set out in management specifications, and contract documents
 - Develop innovative policy frameworks facilitating planning gain contributions to sports facilities provision
 - Develop local standards for sports facilities provision, indoor and outdoor, to inform planning policy, based on the identified hierarchy of provision

Recommendation 8 -Retaining Elite Athletes in the County

- 1.55 Encouraging elite athletes to train in Hertfordshire requires investment in the sport specific and support services infrastructure, as set out in Table 12. In addition, there is a need to develop generic specialist support services eg medical, strength and conditioning, rehabilitation etc, as part of specialist sports facility provision

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Recommendation 9 - Harness benefits of 2012

1.56 Delivering the benefits of the 2012 Olympics and Paralympics requires a number of key actions:

- Prioritise development of sports facilities which deliver training camp capability, improve the local sporting infrastructure, and therefore will have an impact on increasing participation
- Prioritise development of sports facilities which will contribute to provision for both elite athletes and increased community participation in the region

Recommendation 10 - Multi -Sport Hubs

1.57 Wherever possible, community sports facilities should be grouped together to form a sports 'hub' or 'village' environment eg possibly the new Sport England Sport Village Model (Community Sport Hubs), as this model will generate increased levels of participation and offer a wide range of opportunity. Such a facility will also be more economically sustainable and should also be linked where possible to other community facilities such as a doctor's surgery, crèche etc, where they are available at a local level. It may also be possible to develop cross boundary partnerships to develop and sustain such 'hub' provision, particularly where a number of local clubs, or a local authority and a number of sport specific clubs work together to provide for both community participation and elite athlete training and development.

Recommendation 11 - Sports Clubs Security of Tenure

1.58 As part of facility development in the voluntary sector, and to ensure the maintenance of opportunities for participation through local sports clubs, there is a need to address the existing difficulties faced by clubs over security of tenure. This is critical to facilitate external funding applications, but also to ensure continuity of development and participative opportunity, and to support the ongoing development of school/club links etc. There is potential to link security of tenure to club accreditation schemes, which in itself will also assist in improving the quality and consistency of club delivery and opportunities for participation.

Delivering Active Hertfordshire

1.59 Delivering Active Hertfordshire priorities will need to be achieved through a number of delivery mechanisms; as a non-statutory service in local authorities there is generally little capital, and diminishing revenue funding to facilitate investment in existing provision, let alone new facility development, particularly when such provision may not be the main political priority. There are fewer formal grant aiding opportunities to use external funding for major sports and leisure facility provision. Links with education, health, regeneration, economic development and other cultural partners, through investment in sport, need to be maximised, and used creatively, to deliver funding partnerships, which break the mould of traditional funding for sports facilities. Opportunities to use the planning framework and/or private sector to achieve capital investment into sports facilities at local or regional level also need to be maximised.

1.60 Delivery of a quality, fit for purpose network of sports facilities in the County is also dependent on partners in sport and leisure working to a common purpose, focused on improving and developing sports facilities provision, to address identified needs for both a growing, and more active population. This must include clear identification of programming, pricing and opening hours in local authority specifications for management contracts, to ensure both individuals and clubs have appropriate access to facilities

1.61 The successful delivery of improved and new facilities is also dependent on their management and operation. For community provision, operational management and programming, irrespective of whether it is private, voluntary or public sector, must embrace the principles of sport development, to contribute to increased participation, raise the level and extent of coaching, and ensure that pathways for participation are available at all levels, to support both grass roots and elite participants. The delivery options and examples set out in full in the strategy address the key questions identified as challenges for future provision:

- **Providing the appropriate number of Quality, Fit for Purpose Facilities**
- **Identifying the resources needed to provide facilities, and from where they can be sourced**
- **Assessing the best way to ensure provision for elite athletes, training and competition**
- **Developing and resourcing Partnerships to help deliver the appropriate number of quality, fit for purpose facilities**
 - **Internal investment**
 - **External investment**

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➤ Partnerships

- Public/Private Partnerships (PPP)
- PFI
- Building Schools for the Future (BSF)
- Planning Across Boundaries and across Sport
- Public Sector Partnerships
- Dual Use

➤ Section 106 (S106)/Supplementary Planning Documents (SPD)

➤ Growth Area Funding

➤ The 2012 Olympic Games

- 1.62 The delivery mechanisms are not mutually exclusive, and there are a growing number of examples where one or more options have been used together to deliver sport and leisure facilities. The mechanisms are important to facilitate future provision of sports facilities in the County.
- 1.63 It is also important to stress the importance of local authorities and the County Council, plus other agencies working together in partnership to facilitate the implementation of the Active Hertfordshire recommendations. It is recommended that a Facilities Implementation Group is established within the County to oversee the implementation of the strategy and its delivery at local level.
- 1.64 An overview approach which could be taken by this group is set out below, given that the key agencies for delivering this strategy are Hertfordshire Local Authorities, National Governing Bodies, HACO, Hertfordshire Forum, and the BSF Project Board in consultation with the PE and Sport Stakeholder Group.

Action	Responsibility
District/Borough Authorities Prepare Local Facility Strategies and ensure these are regularly updated	Hertfordshire Local Authorities
Co ordination of BSF Programme	BSF Project Board working with district authorities, the PE and Sport Stakeholder Group and NGB's to co-ordinate all stages of the BSF programmes
Co ordination and monitoring of Hertfordshire Facilities Strategy	Hertfordshire Chief Leisure Officers Group (HACO)
Future information supplied to HACO on NGB Governing Body needs	Hertfordshire NGB Forum
Playing Pitch Strategies in place and regularly updated	Hertfordshire Local Authorities
Cross Boundary Partnerships for Sports Facility Provision should be identified and assessed to determine benefits/disadvantages	Hertfordshire Local Authorities
Sports needs should be considered as part of the Local Development Planning Framework in each District/Borough	Hertfordshire Local Authorities