

Great Yarmouth Borough Council

Sport, Play and Leisure Strategy 2015-2029

Final Report

June 2015



GREAT YARMOUTH
BOROUGH COUNCIL

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Key messages

Section 1: Introduction	1
Section 2: Local Context	4
Section 3: Key Findings for Built Facilities	7
Section 4: Key Findings for Pitch Sports	14
Section 5: Key Findings for Other Sports, Recreation and Leisure Activities	22
Section 6: Strategic Framework	37
Section 7: Delivery and implementation	39
Appendix S1: Steering Group meetings	

Key Messages

- The production of this strategy is timely
- The character of the Borough's population continues to change and this has a profound effect on the types of sport, play and leisure activity appealing to local people
- Many 'conventional' sports and facilities are seeing a decline in popularity- and in some cases participation and use is unlikely to return up to former levels
- Other activities (sometimes derivatives of traditional sports) are becoming increasingly popular
- In a modern, fast-moving world income, time, and social media also help dictate what people can and do with their free-time
- The Borough Council is working in a financially challenging environment- this brings problems, but it also presents a clear opportunity for reviewing and transforming the Council's leisure service and facilities it operates
- This process is already well underway, with decisions being made on how the Borough Council's 'flagship' built leisure facilities are managed and maintained, and this is reflected in the content of this strategy and action plan
- In terms of 'outdoor' provision and activities, this strategy offers a change in direction reflecting the continued importance of traditional sports for many people; but, critically, also the value of others activities and provision for the majority of the population
- This strategy seeks to promote physical and mental well-being, and a huge range of activities (beyond sport) can help in the pursuit of this goal
- Similarly many agencies, groups and organisations have shared aspirations in respect of the 'health agenda' and great potential exists for collaboration between public and voluntary sectors, as well as social and commercial enterprises to realise these aspirations
- The hope is that this strategy can be seen 'for the Borough' and not just 'for the Borough Council'. For this to happen it must be accepted and endorsed by as many interested agencies, groups and organisations as possible. Many of the initiatives identified cannot be pursued without the help and support of such parties.

Indoor facilities

Swimming pools in the Borough are well used and require protection. **The Marina is a key site** which needs investment. Provision in the education sector (principally the **Phoenix Pool**) is also important and helps meet demand, and this facility should be retained and invested in.

Overall, a good supply of **sports halls**, but the majority of provision is on school sites there is therefore a need for better coordination in relation to promoting community use to ensure access, which will require cooperation from the education sector. Sports hall upgrades and use should **better reflect the needs of a changing local population**, and with activities to suit local people.

The future of **indoor bowls** at the **Marina Centre** in its current scale and layout should be kept under review.

Health & Fitness/Studio Space provision at the **Marina Centre, Phoenix Pool, and schools** to be considered as part of future community focused investment at these venues.

Protect and enhance **squash** provision at the **Marina Centre**, and encourage provision elsewhere, such as at commercial club venues. **Indoor tennis** provision should be considered as part of any future upgrading of the **Marina Centre**, or any potential longer-term replacement.

Other activities

A much greater emphasis on providing for and encouraging activities like **walking, cycling, running and allotment gardening**.

The **Borough's environment is ideally suited** to informal recreational activity. The beach is a superb recreational asset, and has the potential to become **an all-year 'beach park'** for locals and visitors.

Pitch Sports

Demand for **grass pitches** for matchplay is unlikely to warrant the provision of additional sites.

There is a need for additional **Artificial Grass Pitches** for both matchplay and training at locations identified in the Action Plan.

Qualitative improvements to facilities at key sites are suggested in the Action Plan. These are relevant for **football, cricket, hockey, and rugby**.

A **change of maintenance regime** is suggested for those **sites not currently used for pitch sports**, to help **reduce costs** but also potentially to enhance for **other informal activities**.

Clubs should be invited to **assume more responsibility** for the management of pitches on key sites. This might result in reduced costs for both clubs and the Borough Council.

A programme of **asset transfer into trust status** is recommended for key sites highlighted in the action plan.

Play

A much greater emphasis on the provision of **adventurous play opportunities using the natural and street scene features**. A consequent move away from formulaic provision.

A review of existing very small equipped local provision where it is **under-used and expensive to maintain**.

A greater investment in the **provision for teenagers**, and especially for youth in locations identified in the Action Plan.

General

- 1.1 This is the Great Yarmouth Borough Council (GYBC), Sport, Play and Leisure Strategy 2014 – 2029.
- 1.2 The key documents comprising the Strategy and underlying needs assessments, are as below.



- 1.3 GYBC's **Corporate Plan 2013-2015, identifies the Borough Council's** priorities, and these include: 'Creating and engaging with healthy, vibrant communities 'and 'protecting and supporting vulnerable people'
- 1.4 This strategy will help increase participation in sport & physical activity, which is key to improving health and wellbeing outcomes and which can also play an important role in the development of self-confidence and life skills among individuals.
- 1.5 The objectives of the strategy extend across multiple GYBC service areas and are summarised below:
- to work with partners to improve outcomes for children and young people, older people and vulnerable people;
 - to work with the police and other partners to help tackle crime and anti-social behaviour;
 - to keep parks and open spaces clean and litter free;
 - to improve facilities at the Marina Centre and Phoenix Pool; and
 - to participate in local Health and Well Being Boards and work to improve the health of staff and residents through participating in a variety of public health initiatives.
- 1.6 For the next few years, the Council must manage on much less funding from Government than in the previous years. Increased pressures are likely to flow from changes to welfare benefits, greater need for social care and a new duty to improve the public's health. These issues offer the challenge to deliver services cost-effectively through innovative approaches.

Additional Outcomes

- 1.7 Other outcomes of importance to the Council that the Strategy addresses include:
- efficiency of service provision;
 - increased participation in sport and physical activity;
 - the development of a facility infrastructure in partnership with key stakeholders that is fit for purpose now and in the future;
 - a list of priority projects to deliver key outcomes;
 - an identified role for educational facilities in meeting community sport and health outcomes; and
 - an understanding of the role of the private / commercial sector in delivering sport and health outcomes.
- 1.8 The scope of the Sport, Play & Leisure Strategy covers:
- **Indoor Sport & Leisure Provision** including: Sports Halls; Swimming Pools; Fitness Centres & Gyms; Dance Studios; Indoor Bowls; and, Indoor Tennis.
 - **Children's Play and Open Spaces** to including: Children's Play Areas; Open Spaces; Teenage provision i.e. Parkour, Skate parks, multi use game areas (MUGA).
 - **Outdoor playing pitches and other outdoor sports** including: Rugby Union; Football; Cricket; Hockey; Tennis; Bowls Greens; Netball; Athletics; Artificial Grass Pitches.

Project Steering Group

- 1.9 A project steering group has led the development of the strategy and the underlying needs assessment. This steering group was formed and agreed with the involvement of Sport England.
- 1.10 Direct representation on the steering group included the following:

Table 1.1: Steering Group Representation

Person	Position	Organisation
Robert Read	Director Housing and Neighbourhoods	GYBC
Marie Hartley	Culture, Sport, and Leisure Manager	GYBC
Rob Gregory	Group Manager, Neighbourhoods and Communities	GYBC
Kirsty Stokes	Senior Strategic Planner	GYBC
Becki Cox	Strategic Planning Assistant	GYBC
Ben Jones	Director	Active Norfolk
Nick Boulter	Facilities and Relationships Manager	Sport England

1.11 The above Steering Group liaised with a wider network of agencies and organisations via relevant representatives, and this included relevant officers of the various governing bodies of sport.

1.12 The steering group met on 10 occasions and these are listed in **Appendix S1**.

This Document

1.13 The remaining sections in this document consider:

- Section 2 – The local context for this strategy
- Section 3 – The key findings for major built sports facilities
- Section 4 – The key findings for playing pitches
- Section 5 – The key findings for other notable sports, recreation and leisure activities
- Section 6 – The main strategic themes that guide more detailed actions
- Section 7 – An Action Plan, identifying generic, location-specific, and activity-specific initiatives.

1.14 This Strategy is supported by technical appendices in electronic format, which are referenced throughout this document.

Introduction

- 2.1 If the Strategy is to be effective it needs to start with people and understand:
- the importance and value of participation in sport and physical activity, and the costs of inactivity;
 - the factors influencing participation:
 - the Borough's population, both now and into the future
 - economic and social factors
 - sports and physical activities that (potentially) appeal to the Borough's population.

The Benefits of Participation, and the Costs of Not Participating

- 2.2 Taking part in sport and physical activity brings with it many benefits both to individuals and communities. For individuals it can improve health and physical well-being, but it can also increase physical co-ordination and other motor-functions. There are also numerous mental and social benefits. People cohere around activities. Sports and recreational clubs are an integral part of the rural and urban fabric.
- 2.3 Many activities take place outdoors in open space, and natural or semi-natural environments- the 'biophilia' effect of being in such environments is now recognised as being hugely beneficial. Non-participation contributes to a sense of alienation and detachment from community and peer groups.
- 2.4 **As measured by** Public Health England activity levels in sport and physical activity are greatly lower in the Borough compared with the regional or national averages.
- 2.5 **Obesity** - possibly the biggest health challenge lies in the increasing numbers of people becoming obese and therefore where increased sporting and physical activity can have the biggest health impact. Levels of both childhood obesity and incidence of overweight adults are both higher in in the Borough than nationally and regionally.
- 2.6 **Data from Health Impact of Physical Inactivity** (HIPI) use estimates of local levels of physical activity from the Sport England Active People survey, and estimates the number of deaths from certain diseases which might have been prevented among 40-79 year olds given different levels of physical activity among the population.
- 2.7 The findings suggest that if a high level of regular participation can be achieved amongst the Borough's population in this age group the preventable deaths as a proportion of the total deaths becomes significant.
- 2.8 It is also possible to **measure the financial costs** of activity and inactivity. There are estimates of the financial cost (to the health service) of treating preventable diseases in local authority areas. The diseases covered are:
- Cancer lower GI e.g. bowel cancer
 - Breast Cancer
 - Diabetes
 - Coronary heart disease
 - Cerebrovascular disease e.g. strokes.

- 2.9 The Borough costs are significantly higher than the regional and national averages, confirming that low activity levels have a higher cost in the Gt. Yarmouth area. Higher rates of adult participation can therefore lower costs of treating these illnesses.
- 2.10 Other important NHS disease areas not included in this estimates include obesity, musculoskeletal health, mental health and functional health. This means that the true costs are likely to be much higher.

Participation in sport and physical activity is important for a range of physical, social, health, psychological and financial reasons

Factors Affecting Participation

- 2.11 Given the benefits of sport and physical activity, encouraging greater levels of participation in the Borough is highly desirable, and an understanding of the factors influencing participation is a pre-requisite to doing this. Participation in sport and physical activity is influenced by a variety of factors, and these are considered below.

Population

- 2.12 The Borough's population in 2014 was estimated at 98,400, comprising 48,600 males and 49,900 females. The total population is projected to rise from 2014 to 2021/2029 by 3.8%/8.0%.
- 2.13 The characteristics of the Borough's population (compared with the regional and national average and from a different dataset) in 2013/14 are:
- Higher proportion of people in the 16-19 age group
 - Lower proportion in 20-24
 - Higher proportion in 25-34
 - Much lower in 35-49
 - Higher in 50-64
 - Much higher in 65+.
- 2.14 Over the next 7/15 years the population is estimated to change as follows:
- By 2021, increases in 5-9, 10-14, 25-39, 55-64 and 70+. Decreases in 0-4, 15-24, 40-49 and 65-69
 - By 2029 (compared with 2014), increases in 5-14, 30-44, 55+ and decreases in 0-4, 15-29 and 45-54.

The changes will affect the type of sport and physical activity that is attractive to the local population. For example, an older population (nearing or beyond retirement age) is much less likely to play formal sport, but perhaps would prefer to engage in other recreational activity that is not codified sport. Similarly, increases in the numbers of children and young people will increase demand for play and casual opportunities.

Unemployment, Income, and Deprivation

- 2.15 Lack of disposable income has a major impact on the ability of a population to take part in sport and physical activity. Many activities cost money to pursue, and even when the activities themselves are free, the cost of getting to a venue can be an obstacle to many.

- 2.16 Unemployment results in a lack of income to pursue sports and physical activities. The levels of unemployment in the Borough are well above the regional and national average.

Table 2.1: Unemployment as a Proportion of Economically Active (000s)

	Unemployed (000s)	Economically active (000s)	Unemployment Rate
Great Yarmouth	5.7	48.4	11.8%
East of England	201.2	3,033.6	6.6%
England	2,143.0	26,592.7	8.1%

Source: Annual Population Survey Year: 2013

Measure: Number and proportion of economically active adults who are unemployed and actively seeking work

- 2.17 Given the above it is unsurprising that incomes in the Borough are significantly lower than the regional or national average and 58% earn less than £20,000 a year compared with 37% in the region and 40% nationally. Lack of income constrains individuals' access to sport, or affects the type of activities they take up.

The Borough's low average income levels and high levels of unemployment will suppress levels of participation in sport and physical activity.

3: Key Findings For Built Facilities

Introduction

- 3.1 Nationally the focus of sports policy is on increasing participation, this is reflected locally and through links to Great Yarmouth (GY) Corporate priorities of improving health and well-being through more active lifestyles and widening access to sport. The need to develop a '*fit for purpose*' network of built facilities to achieve this across the borough is therefore central to the strategy. Whilst built facilities are not the panacea for increasing participation they reflect an important part of the sports facility mix and represent a significant investment commitment.
- 3.2 The strategy and recommendations must therefore also seek to develop solutions which meet built facility needs within a sustainable financial framework and take cognisance particularly of the Council's financial position.
- 3.3 As set out sports participation in Great Yarmouth is below regional and national averages. Spatially participation is lower in the GY urban area where facilities are currently located. Great Yarmouth has a sporting profile which is very much focused on older age groups. Four of the top seven market segments in population numbers are aged over 45 in 2013. These segments have lower than national average rates of sports participation. Their reasons for participating are for recreational, social activity and with a strong personal health motivation. They make up around 35% of the total adult population in Great Yarmouth.
- 3.4 Overall across all the top market segments spatially and in population numbers, the majority of participants who participate in sport and physical activity do so for recreational reasons and infrequently. A future leisure service provision focussed on the needs of residents should seek to develop facilities to meet these needs?
- 3.5 The common activity across most of the segments is swimming and gym and for personal health reasons. Providing facilities for residents should therefore focus on these needs. Swimming is particularly important in Great Yarmouth and future provision should include '*fit for purpose*' swimming pool provision as a key component of provision.
- 3.6 The population is also rising and the impact of this growth should also be factored in. The full needs and evidence base for indoor sport and leisure provision is set out in a separate report, set out below are the key issues arising from the analysis, which in turn form the basis of the priorities set out in the action plans in section 7.

Concluding Key Messages for Swimming

- 3.7 Swimming is popular in Great Yarmouth and as a coastal authority is critical to resident's safety.
- 3.8 Overall the findings from the supply and demand assessment is that the demand for swimming is greater than the current supply of swimming pools. Greater Yarmouth residents are also more likely to walk to pools than other comparable authorities. This is assessed based on the catchment area of the pools in Great Yarmouth and the pools in surrounding areas with residents going to the nearest pool to where they live. This leads to the estimate that across the borough the three pool sites are operating at 93% of their total capacity at peak times. There is slight variation at each pool site but no extensive unused or spare capacity at any site.

- 3.9 This means all the sites are full and there is little by way of a private sector provision, other than in the peak holiday season at places like Cheery Tree and California. This is perhaps explained in part by the demographic and participation profile. Unlike many urban conurbations where there is a mixed provision economy the public sector are the key swimming pool provider in GY and it is highly unlikely that the market would step in to fill this hole. Protecting current provision or providing alternatives is therefore important. The critical issue is that the current levels of supply should be maintained.
- 3.10 The total supply of water space at Great Yarmouth across the 3 swimming pool sites, including the Marina Centre, Phoenix Pool and Great Yarmouth High School equates to 851 sq metres of water. When this is assessed on the amount of water space available for public use (which includes club usage) in the weekly peak period, the analysis suggests this reduces to 664 sq metres of water because of the more limited use/access to the Great Yarmouth High School pool for community use. Some 187 sq metres of water, or, some 22% if the total water space in Great Yarmouth is not available for public use at peak times. Making this available would ease and reduce the used capacity of all pools at peak times.
- 3.11 What the supply and demand assessment does identify is the importance of including the Great Yarmouth High School in the future needs assessment for swimming pools and the importance to overall GY pool provision.
- 3.12 The future policy of the County Council in terms of swimming provision will be critical to understand as it will have a major bearing on provision moving forward. The County Council have an interest in the Phoenix Pool and appear committed to discussions with the borough Council in terms of protecting its future use. Discussions to secure the long-term future of the pool should be encouraged.
- 3.13 The analysis suggests very strongly there is a need to retain the existing water space at both the Phoenix pools and the Marina – albeit maybe not in the same sites or configuration but reduction in water space does not appear to be an option in any future strategy. The scope for closures to make savings in the context of the Council's Transformation Agenda therefore appears limited in terms of supply and demand, more so as the market is unlikely to step in.
- 3.14 The pools are however old, approaching 30-years old and keeping the same pools in the same location may not provide for the long-term needs of residents. Having said this, consultees appear to like the current format. The Marina Centre is also an important part of the tourism offer for GY. The current refurbishment of the Marina will add a medium-term life.
- 3.15 There are therefore a number of potential options for future swimming pool provision, these include:
- Keep the Phoenix and Marina. Look at minor developments at the Phoenix and complete the £3.5m redevelopment of the Marina. Keeping the Marina in its current location provides a tourist solution and provides a central location for public and walking access
 - Keep the Phoenix and Marina in current locations and seek to undertake a major development of both facilities, developing 'fit for purpose' facilities for the next 25-years

- Close the Marina and the Phoenix and provide a new purpose built centrally located new leisure centre incorporating a main pool, learner pool, fitness suite, studio, car parking (in line with the sports participation profile). Likely to provide the greatest opportunity for revenue savings. However finding a site may be difficult and walking / public transport access may also be difficult to deliver
 - The above option would also necessitate looking for an alternative occupier / users for the Marina site. Alternative uses for the Marina building / site may be difficult to deliver and have proved difficult in the past however there may be an upturn in *commercial interest* as a result of the recent status as a 'Business Improvement District'
 - Just keep the swimming pool element at the Marina (the main tourist use) and look for a commercial operator to manage the pool. (Swimming is the key activity used by tourist, there is little or no visitor use of the sports hall, indoor bowls etc). Demolish the rest of the site and consider other uses, however the same issues as set out above would apply.
- 3.16 In terms of the more radical options the Council have explored alternative uses for the Marina site in the past. Work was also undertaken on alternative sites for the Marina Centre. Both these pieces of work failed to find solutions at the time. There is no evidence to suggest there is a viable and sustainable alternative use for the Marina Centre.
- 3.17 Given needs and evidence, the need to maintain levels of waterspace, the importance of the Marina to deliver against the wider tourism agenda and the view of consultees towards the Marina the strategy process has concluded that both the Marina and Phoenix should be secured for the long-term. The Council has committed to investing £7.6m across the two centres to protect and enhance the facilities for the medium to long-term.

Concluding Key Messages for Sports Halls

- 3.18 Great Yarmouth has a good supply of modern sports halls. Overall the supply and demand evidence estimates that supply of sports halls for community use exceeds the demand from Great Yarmouth residents.
- 3.19 The Marina Centre is the only publicly accessible 4-court facility, which enables day-time use and is an important part of the provision mix.
- 3.20 The 7 school/college venues are providing a quite high number of hours/ level of community access but this is restricted to evenings and weekends. This has been borne out through the site visit and consultation work. This is resulting in quite a low level of the sports hall capacity being used at both a borough wide average and at particular venues.
- 3.21 It would seem however that with 7 of the 9 sports hall venues at school or college sites that there is a very high degree of independent determination of the role and type and level of community access and usage and a lack of knowledge in terms of supply from NGBs, clubs and residents. If this is the case then there is potential scope to co-ordinate the programme of community use across venues so as to achieve what is most beneficial to residents, (to drive participation and health across the borough) and what is most cost and sports effective for the providers.
- 3.22 Unlike swimming pools there is therefore capacity in the system to do more and utilise sports halls more effectively to drive participation. Securing the cooperation and involvement of schools and colleges in providing sports hall and other sports and leisure facilities for community use presents a significant opportunity going forward.

- 3.23 In the long-term the supply and demand analysis for sports halls may also provide opportunities to look flexibly at future needs, which may not need to include traditional sports hall provision, as there appear to be over supply and traditional sports hall sports do not necessarily match to participation profile. Flexible indoor studio spaces for less formal fitness activity programmes should therefore also be considered alongside traditional sports hall provision.

Concluding Key Messages for Indoor Bowls

- 3.24 There are three indoor bowls centres in the borough with 25 rinks as set out in the table below, and a considerable number of other centres within a 30-minute drive in adjacent local authority (LA) areas. Acle Indoor Bowling Club, which is located just over the GY border in Broadlands is a 6-rink 'pay and play' facility and provides access to a large majority of GY residents within 20-minutes.

Table 3.1: Bowls Provision Across GY

Site Name	Ward Name	Rinks	Access	Ownership/ management	Year Built/refurb
GREAT YARMOUTH MARINA LEISURE CENTRE	Nelson	5	Pay and Play	Local Authority/Trust	1981/2009
BROWSTON HALL COUNTRY CLUB	Lothingland	6	Registered Membership use	Commercial	1983/2009
PALMS HEALTH & FITNESS CLUB (POTTERS)	Bradwell South and Hopton	14	Registered Membership use	Commercial	1986
TOTAL		25			

- 3.25 Existing provision levels for indoor bowls in the borough is therefore better than the national and regional average, and local provision in the borough is probably as high as LA area in the region. It is better than other neighbouring LA areas. A large proportion of the total number of rinks is located at the Palms Centre which primarily operates as a holiday destination, although it does allow external membership, which currently stands at circa 60 members.
- 3.26 Accessibility to centres by local residents is considered good, as set out Acle is also accessible to GY residents within a 20-minute drive-time.
- 3.27 Quality is broadly good although the facilities are aging. The main public facility at the Marina centre has some acknowledged problems and operational issues. The carpet at the

Marina Centre is reaching the end of its useful life. In the longer term the existing centres will require ongoing refurbishment to ensure they continue to meet needs in the future.

- 3.28 In terms of availability the Marina Centre only has 148 members. To make a centre vibrant and sustainable requires around 100 members per rink. There is therefore considerable capacity at the Marina Centre. Browston has circa 300 members and consultation suggests they have capacity to increase membership significantly. There is therefore significant availability in the catchment area. This is not including Acle and Palms.
- 3.29 Looking at future requirements the Sport England Sports Facility Calculator (SFC) estimates that at present (with the latest population estimate of 98,400 in 2014), there is sufficient demand in GY for 8 rinks. By 2029, there is sufficient demand for slightly more (an extra 1.2 rinks). This compares with 25 rinks currently although it is acknowledged that not all these are publicly available.
- 3.30 Local participation at the two main available centres suggests that usage is either in decline or there is significant spare capacity, despite the apparent demand for bowls from the market and population profile. In this context the sport's governing bodies and Active Norfolk do not consider the addition of additional rinks necessary. However, they acknowledge the potential demand arising from the demographic makeup of the local population, and the need to develop participation through positive intervention. Whether this can and will be achieved in the future is questionable. It is significant that all outdoor bowls clubs also have capacity.
- 3.31 There is clearly no justification for additional indoor bowls provision in GY at the present and probably in the future, given the amount and range of existing facilities and the apparent spare capacity for members and users at present based on actual usage.
- 3.32 In summary the quantity of indoor bowls provision is sufficient to meet demand now and in the future. Provision levels are high. The quality of existing provision is generally good although the Marina Centre requires investment in a new carpet and is struggling operationally. As part of the strategy development and consultation process questions have been raised about the future of bowls in the Marina Centres as part of any re-development proposals. There is good accessibility to provision by GY residents and this extends to the facility over the border at Acle. There is also availability with all centres have significant capacity to increase membership and usage.
- 3.33 The loss of any of the existing centres may be detrimental to the future prosperity of the sport in the area, and its availability to a wide section of the population however this is predicated on an increase in participation, which would be against all trends. Furthermore taking up spare capacity at Browston and Acle could be sufficient to accommodate all the demand arising from any potential loss of the Marina centre facility. Opening up the Palms rinks would also help to meet a wider need than is currently accommodated at the centre.

Concluding Key Messages for Indoor Tennis

- 3.34 There are no indoor tennis courts in GY and only 1 centre with 2 courts within 30 minutes from the centre of the borough.
- 3.35 Using LTA data on the average court provision required to accommodate demand, there is a theoretical shortfall of up 1-4 courts, depending on the potential participation rate used.
- 3.36 The Borough is not however currently a priority area for tennis development.

- 3.37 There is some strategic justification for the provision of indoor tennis now and up to 2029 in the Borough, for one site with 3 courts. The LTA strategy advocates a minimum of 4-courts for sustainability and developing facilities as part of a wider leisure centre offer.

Concluding Key Messages for Health and Fitness

- 3.38 There are 442 stations on 11 health and fitness sites within the borough. Taking into account wider accessibility by the community, this equates to about 354 stations in total. Anticipated demand from within the borough from the Fitness Industry Association (FIA) methodology is for circa 489 stations, against supply of 354-442.
- 3.39 There therefore appears to be scope for modest and targeted increases in the provision of health and fitness stations for the wider community within GY. Balanced against this, general observations from site managers and owners during site visits, suggests that for the most part there is some spare capacity at existing centres.
- 3.40 Additional capacity might be able to be released at private clubs who might be encouraged to open up their own facilities for wider community use where necessary and there is also an opportunity for additional use of educational facilities, and this could meet any increase in demand in the short term.
- 3.41 Quality and accessibility are both considered to be good, although some facilities are becoming aged.
- 3.42 As with other facilities, future need is dependent on any increase in population, which may be mitigated by the ageing of the population. If increased participation is achieved, it is likely that additional stations will be required in the next 10-15 years. Positive provision for health and fitness should be considered where investment and re-development is being considered, particularly in conjunction with new housing development throughout the borough.
- 3.43 Furthermore, with the provision of other new sporting facilities a new health and fitness suite can provide great opportunities for cross-selling and marketing and help to increase participation in other sports and activities and therefore should always be considered as an 'add-on' when considering other new sporting provision.

Concluding Key Messages for Studios

- 3.44 The provision of more flexible studio and activity spaces as opposed to more formal sports hall is an increasingly important element of any local provision, meeting the increasing need for more flexible physical activity programmes as opposed to formal sport opportunities.
- 3.45 There appears a good range of studios available for the community to use at public, commercial and school venues. There is no current method of assessing current and future need, but it is evident the profile of GY residents are and will be increasingly suited to more flexible forms of provision to deliver physical activity programmes.

- 3.46 Broad levels of supply are known and any increase in provision would require additional research and a business case to assess whether additional studios are considered necessary in the medium and longer term.

Concluding Key Messages for Squash

- 3.47 There are three venues for squash in the borough with 7 courts for wider community use, which is a slightly lower level of provision than the average for England and the East region.
- 3.48 Demand if extrapolated from national and regional participation rates is about 15% above the national average and equivalent to the regional average.
- 3.49 Comparing supply with estimated demand, it is suggested that there may in principle be a shortfall of 1-2 courts to meet demand, and local evidence suggests that there is already a demand at the main squash club at Broadlands for an additional glass back court. Other courts in the area may be in sufficient numbers to meet anticipated demand in GY. The usual need for 3 court facilities especially on club sites, to help development, is only met at Broadlands Sports Club.
- 3.50 Quality is generally fair and overall accessibility to existing courts is good as the three locations reflect a good geographical spread across GY.
- 3.51 As with other facilities, future need is dependent on any increase in population, which is mitigated by the ageing of the population together with changes in participation. It is likely that additional squash courts might be required in the next 10-15 years over and above current increased requirement. Additional squash provision of 1-2 courts could therefore be considered as part of existing centres in accordance with identified and potential increased demand.

4: Key Findings For Pitch Sports

Overview of Pitch Provision in the Borough

- 4.1 The following totals all known football, cricket, rugby grass pitches in the Borough. Not all of these will be theoretically available in practice for community use.

Table 4.1: Grass Pitch Provision in Community use in the Borough

Adult Football	Youth Football (11v11)	Youth Football (9v9)	Minisoccer (7v7)	Minisoccer (5v5)	Cricket Fields	Adult Rugby
42	4	14	8	4	13	7

- 4.2 There are other pitches (primarily on infant, junior, primary school sites) that exist, but which are generally unavailable. Various sites (especially a significant number of primary/junior schools) have grass spaces, but which are not formally marked as pitches (at least at the time of the study).
- 4.3 Of the 92 pitches in Table 4.1 most are noted as being in the 'public sector'. 62 pitches (67%) are owned/controlled by either the Borough Council, or a parish/town council (sometimes in a trust). 30 pitches (32%) are under control of the education sector. There is 1 private pitch.
- 4.4 In addition, there are two full-size Artificial Grass Pitches (AGPs)- one sand-based pitch (at Cliff Park High School; and, 1 'Third Generation' (3G) at Lynn Grove High School. There is also a half-size AGP at Wellesley Recreation Ground.
- 4.5 Mini-soccer and some other junior provision appears to be relatively low compared to the number of such teams playing in local leagues. Many mini-soccer and other junior/youth teams share playing surfaces with teams from older age groups.

Football

Demand

- 4.6 Football is the most popular pitch sport in the Borough. Table 4.2 summarises the number of teams and indicates that while there are strong participation rates for males and junior boys, the senior and junior female game is less well established. In total there are 160 teams playing, as follows.

Table 4.2: Football Teams in Great Yarmouth Borough (as at March 2014)

Adult male 11v11 (16-45)	Adult female 11v11 (16-45)	Youth male 11v11 (12-15)	Youth female 11v11 (12-15)	Youth male 9v9 (10-11)	Youth female 9v9 (10-11)	MS 7v7 (8-9)	MS 5v5 (6-7)
58	3	32	5	20	6	18	18

- 4.7 **Origin of players:** The majority of players live within 5 miles of their home venue. It is unlikely that there will be much by way of significant 'cross-border' travel by players across local authority boundaries to play their home games. For players performing at a relatively high local standard it is inevitable that some will need to travel outside the Borough to access home facilities of higher standard clubs.
- 4.8 **Pattern of play and capacity:** For adults the peak-times are Saturday PM and Sunday AM. Youth 11 v 11 and 9 v 9 football is played almost exclusively on Saturday mornings, as is most mini-soccer.
- 4.9 **Training:** It is not clear precisely how many clubs and teams actually do formally train. However, it is suspected that beyond the more casual teams, most do, and this is confirmed by the consultation undertaken for the needs assessment underpinning this strategy.
- 4.10 Some clubs and teams use their home grounds and pitches for training, and this has been factored into assessments where this is the case. However, many clubs and teams are reliant on school facilities and venues, as well as AGPs to meet their training needs.
- 4.11 The two AGPs at Cliff Park Academy and Lynn Grove are heavily used for football training, with the facility at Lynn Grove being in particular demand.

Supply Relative to Demand

- 4.12 The supply of pitches is governed by the availability of pitches at times of demand; and, the capacity of those pitches to absorb the wear and tear of regular use without falling into a condition where they become difficult to play on. As part of the assessment of supply relative to demand the underlying needs assessment has estimated the capacity of sites to absorb play on a regular basis, using metrics agreed with Sport England.
- 4.13 The needs assessment has also examined the overall supply of pitches at times of peak demand.
- 4.14 For the Borough as a whole and in terms of playing capacity the needs assessment concluded that for adult football pitches usage is well below notional capacity. For youth/junior pitches the situation is worse, with usage outstripping notional capacity. The situation varies greatly from site to site. However, the overuse of youth/junior provision seems to be caused largely by the lack of bespoke pitches of the relevant size, and the over-play of pitches intended for use by older age groups.
- 4.15 In terms of temporal demand the needs assessment examined supply versus demand by aggregating provision and usage for each site in the Borough to build an overall picture. At first sight, there appears to be a healthy supply of adult pitches, so that there are no discernible pinch points in net supply. However, for youth/juniors 11v11 there are insufficient pitches available during the Sunday am peak demand slot to meet demand. This is because some sites accommodate pitch markings unsuited to the needs of a given age-group. Therefore, many junior/youth teams appear to be playing on adult size pitches.

Frustrated and Future Demand

- 4.16 The needs assessment calculates the potential number of teams likely to arise from future population change, as well as making a judgement about the stated aspirations of existing clubs, given the resources to expand. When adding this to additional teams arising from

natural and planned population growth, by 2029, the total increased future demand will be:

- 12 adult teams (6 matches per week)
- 19 youth teams (8.5 matches per week)
- 14 mini soccer teams (7 matches per week)

- 4.17 If the stock of football pitches in secured community use remains the same, the above additional teams will place further demands upon the pitch stock. Firstly, they will compound issues in relation to wear and tear on existing pitches, many of which will be used both for matches and training. Secondly, they will impact upon the net supply of pitches at times of peak demand.
- 4.18 The above scenarios would potentially have some impact on the ability of the pitch stock to absorb additional demand. The situation is most noticeable with youth pitches. The assessment has identified that a considerable number of youth matchplay takes place on adult size pitches- presumably on 'over marked' pitches in most cases. At the time of peak demand for adult pitches there would be an estimated 23-24 adult pitches not being used for adult games. The conversion of some of these pitches to junior provision would help to reduce the notional under-provision of youth pitches over the Sunday morning time of peak demand for youth/junior age groups.
- 4.19 The needs assessment identifies existing sites that have the potential to host additional pitches, if they are needed, but it is anticipated that only a small increase in pitch space will be required to create a reasonable margin, in the event that some pitches need to be taken out of use for various reasons. However, additional teams will lead to extra wear and tear on existing grass pitches, which will be due to additional matchplay and training needs.

The Role of AGPs

- 4.20 There is a small supply AGPs already in the Borough, comprising 2 full-size and one smaller pitch. Only one of the larger pitches is 3G and therefore of the recommended specification for football. The supply of AGPs in the Borough is well below the average for the region and England.
- 4.21 Demand at the present is mainly for training or small-sided competition, but the FA has approved artificial surfaces for competitive football, and the demand for this will increase in the future.
- 4.22 At present there is some spare capacity for additional use for football training at existing pitches, although this is mainly restricted to weekday use at the Cliff Park pitch. The 3G pitch at Lynn Grove is almost fully used. There is some spare capacity at weekends for competitive football at Lynn Grove, subject to a change in patterns of play and kick off times.

Concluding Key Messages for Football

- **Need for remarking of some pitches to better suit junior/mini-soccer needs**
- **Need to identify sites with the capacity to lay out additional pitches in the event that they are required**

- **Need to reduce pitch maintenance of those pitches/sites currently unused, and to find additional activities that could make use of them**
- **Need to explore opportunities for off-site winter training opportunities especially with regard to the midweek training needs of local clubs.**

Cricket

Demand

- 4.23 The total number of teams being fielded by each of the existing local established clubs is as follows:

Table 4.3: Number of Cricket Teams Fielded by the Borough's Cricket Clubs

Name	Ground	Adult male teams	Junior Teams	Ladies Teams	League
Belton CC	Southtown Common	3			Norfolk Cricket League; Mid-Norfolk Sunday League; Lowestoft Mid-week League
Caister CC	King George V Playing Field	2			Norfolk Cricket League
Great Yarmouth CC	Beaconsfield Recreation Ground	2			Norfolk Cricket League
Martham CC	Martham Recreation Ground	3	5		Norfolk Cricket League
Rollsby Cricket Club	Rollsby Cricket Club	2			Norfolk Cricket League
Winterton CC (formerly Hemsby CC)	Hemsby Recreation Ground	2	1		Norfolk Cricket League; Mid Norfolk Sunday Cricket League
Winterton-on-Sea CC	Winterton Playing Field	2	1	1	Norfolk Cricket Alliance; Norfolk Cricket Alliance; Norfolk Cricket League

- 4.24 Other than the above, there is a casual mid-week competition that is developing, based on 15 x 8-ball overs per team. (Currently 8 teams take part).
- 4.25 Junior teams, in practice, can span variations of the match from 8v8 softball to 11v11 hardball varieties, and it is therefore important to note that the requirement of junior teams for access to full size pitches will generally not exist, although they will of course require some form of open space.

- 4.26 **Origin of players:** Because there are less cricket clubs and facilities than for football, players are prepared to travel further to use their home ground, with significant minorities of members traveling beyond 5 miles to their home venues.
- 4.27 **Pattern of play and capacity:** The majority of adult games are played on Saturdays, and with a sizeable minority played on Sundays. The mid-week fixtures are largely for juniors, but there are also a few adult midweek games.
- 4.28 At this time there does not appear to be an undersupply of pitches in relation to peak time demand. The merger of the Hemsby Club with Winterton CC appears to have reduced the potential for this happening at this important local club, given the availability of two club venues. Neither is there any apparent overplay of natural turf wickets.
- 4.29 The midweek activity excludes the previously mentioned 15 x 18-ball over matches, for which additional information is being sought.
- 4.30 **Training Needs:** The majority of clubs do train – in summer on their home ground (although not all clubs have nets). In winter, clubs train in local school sports halls. Other than their home venues, responding local clubs stated that they also used nets on another site, and school sport halls (for winter training).
- 4.31 **Club managed sites:** There are a few sites where club representation in the management of facilities is very apparent, and these include facilities at Rollesby, Martham, Hemsby, and Winterton.
- 4.32 **Education sites:** Five cricket venues are located on education sites, and are shared with other sports.
- 4.33 **Shared sites:** Few of the sites are in practice not shared with other uses and/or sports, with the outfield being used by winter sports, as well as other recreational activity.

Frustrated and Future Demand

- 4.34 There is some evidence of local clubs wishing to field more teams given the resources.
- 4.35 If these aspirations are added to the number of teams likely to be generated by population change (1 x boys team) by 2029 the total increase would be 1 x adult team and 3 x junior boys' teams). The above figure would have implications for pitch availability. The additional adult male team would be likely to need a slot on either Saturday or Sunday- this is likely to be possible at Southtown Common, which is the venue where Belton CC (the club suggesting they would like to field an extra adult male team) play their home games.
- 4.36 The additional junior teams are likely to be fielded within the midweek availability of existing club venues.
- 4.37 Perhaps the biggest uncertainty is with regard to the demand for casual match opportunities. If the mid-week abridged versions of the game take off locally, then the demand could be for access to artificial strips in public parks, or even on school grounds (of which several exist).

Concluding Key Messages for Cricket

- **Population change will generate little additional growth in team numbers**

- **Some clubs have aspirations to field additional teams (subject to the removal of obstacles that might be stopping this happening)**
- **A potential growth area could be casual/abridged match leagues, played on artificial strips.**

Rugby

Demand

- 4.38 There are two rugby union clubs in or close to the Borough boundaries. The Lowestoft and Great Yarmouth RUFC is based in Lowestoft (Gunton) and has 4 x senior teams (including a ladies team); 5 x junior male; 6 x mini teams; and, 2 x junior female teams. This club will to some extent draw upon the Borough's population as its catchment.
- 4.39 However, only one club is based in the Borough – Broadland-Great Yarmouth RUFC, playing at Cobholm Recreation Ground.
- 4.40 The Club has been developing over the last decade, and this season fielded:
- 3 adult male teams
 - 1 Veterans team (occasional)
 - 1 ladies team (formed this year)
 - A mix of mini and rugby teams (numbers varying).
- 4.41 The regular male teams play in the Eastern Counties 3rd and 4th Divisions. The Club self-manages its facilities to a significant extent, although sited on a public recreation ground.
- 4.42 The club cites that in overall terms the number of teams has increased over the last three years, with growth in the men's and ladies' sections, in particular. A rugby sevens section is now also being established.
- 4.43 **Origins of membership:** The Club assesses that around 30% of its membership lives within 1 mile of the home venue; 60% within 1 and 5 miles; and, 10% over 5 miles away.
- 4.44 **Patterns of play:** The regular adult male teams will all play on Saturday afternoons, and the junior/mini teams will play on Sunday mornings. The ladies' team is likely to play normally on Sundays when it becomes established. There are 2 x adult pitches and so, given alternating home and away fixtures, all the adult teams can be accommodated on match days, in theory. The older junior teams will play on the adult pitches on Sundays, and the smaller mini teams will utilize the marginal land.
- 4.45 **Training needs:** In its club questionnaire response, the club suggests that all its training needs are met largely by facilities at the ground. There is spare land that is also used for training. When pitches are frozen (estimated at 3-4 times of year) the club trains indoors at Lynn Grove High School. Training on site is conducted under lights (suitable for training, but not matches)
- 4.46 **Displaced, unmet and latent demand:** There is currently little evidence of unmet demand within the Borough from outside the existing club structure.

4.47 The following comments can be made:

- The total Match Equivalent Capacity of the site (which has 2 adult pitches) is 4 matches per week
- The above is matched by the demands of the adult teams playing at the venue each week
- It is understood that mini-rugby teams play and practice on marginal land, off-pitch
- It is also understood that some of the junior training will take place off-pitch, but that most junior matches will take place on-pitch
- The fact that some junior match and training activity takes place on-pitch will add to the wear and tear on the pitches, to a level that is theoretically beyond the notional capacity of the pitches to absorb play
- However, the club, in their questionnaire response have not identified the above to be a significant issue.

Concluding Key Messages for Rugby

- **Population change will generate little additional growth in team numbers**
- **The Broadland-Great Yarmouth RFC has grown and established over the last decade, but wishes to consolidate its position**
- **The club would like to secure external funding for improvements to its clubhouse and also, potentially, lighting**
- **The lack of a long-term lease means that the club is currently thwarted from establishing even further its presence as the local venue and opportunity for rugby**

Hockey

Demand

- 4.48 **Current Participation:** There is just one hockey club in the Borough, and which uses the pitch at Cliff Park High School- Great Yarmouth Ladies Hockey Club. The Club currently runs 3 teams- 2 adult teams and 1 development team.
- 4.49 **Trends in local participation:** The club cites that in overall terms the number of adult and development teams has remained the same over the last three years.
- 4.50 **Origins of membership:** The Club assesses that around 30% of its membership lives between 1 and 5 miles of the home venue; and, 70% from more than 5 miles away. The membership catchment for this sport is therefore significantly larger than for football, cricket or rugby, locally.
- 4.51 **Patterns of play:** All matches are played on Saturdays: the first team plays at 11.30 am; the 2nd teams plays at 1 pm; and the development team plays at 10.30 am.
- 4.52 **Training needs:** In its club questionnaire response, the club suggests that all its training needs are met by Cliff Park, and training takes place on midweek evenings.

- 4.53 **Displaced, unmet and latent demand:** There is currently little evidence of unmet demand within the Borough from outside the existing club structure. There are clubs in Lowestoft, Cromer, and in the Norwich area, and it is likely that local demand for ladies' hockey in the urban part of the Borough will be satisfied by the existing club. However, there are no male teams operating in Borough.

Pitch Capacity and Quality Issues

- 4.54 The local club has not cited any concerns in respect of access to the facility for either matchplay or training, and this is confirmed by an examination of the actual usage of the pitch over the course of the week. Clearly, during weekdays the pitch will be used solely for school activity. The main availability for community activity will therefore be on midweek evenings and at weekends.
- 4.55 However, the club has issues with the quality of the playing surface resulting from littering and wear and tear.

Frustrated and Future Demand

- 4.56 Overall, there will be no discernible change in the numbers of teams playing within the Borough based on predicted changes in the population up to 2029.
- 4.57 New initiatives like 'Back to Hockey' or 'Rush Hockey' sessions targeted at certain age groups may engage new participants and increase participation in the sport. However, such initiatives need to be promoted and pursued more aggressively if they are to succeed in the Borough.
- 4.58 The Great Yarmouth Ladies Hockey Club have cited that they aspire to fielding more adult and junior teams, but cite various obstacles to this happening, including lack of coaches and volunteers; falling membership; and, lack of indoor training opportunities. If some of these obstacles could be overcome, it is possible that it could lead to a further adult ladies and junior team. If this were the case then the availability of the pitch on Saturdays to host these extra matches would be constrained, but not insufficient due to the availability of floodlights.

Concluding Key Messages for Hockey

- **Population change will generate little additional growth in team numbers**
- **There are no male hockey teams based in the Borough, and it seems unlikely that any will be established in the foreseeable future**
- **Because of the above, and the limited prospect of major growth in the number of ladies teams, the capacity of the existing pitch at Cliff Park to host hockey is at worst, very adequate**
- **However, the club has issues with the quality of the playing surface, and its maintenance- on the shared facility of a school campus. The club also cites concerns with the quality of changing provision**
- **As with other sports the club cites lack of coaches and volunteers as something stopping it fielding more teams**

- For the survival of local hockey it will be critical to maintain the facility at Cliff Park as a sand-dressed surface of a standard to meet NGB requirement for matchplay.

5: Key Findings for other Notable Sports, Recreation and Leisure Activities

Outdoor Bowls

Existing Provision

- 5.1 The provision of indoor bowls facilities in the Borough is considered in the Built Facilities Needs Assessment Report. The existing outdoor bowls facilities in the Borough are listed below.

Table 5.1: Outdoor Bowling Greens in the Borough

Name	Number greens	of Ownership
Matham Recreation Ground	1	LA
Browston Hall Country Club	1	Commercial
Green Lane Playing Field, Bradwell	1	LA
Winterton Playing Field	1	LA
Repps with Bastwick Playing Field	1	LA
Hemsby Recreation Ground	1	LA
Filby Bowls Club	1	LA
Ormesby St. Margaret Playing Fields	1	LA
Fleggburgh Playing Field	1	LA
King George v Playing Field, Caister	1	LA
North Drive, Gt. Yarmouth	5	LA
Gorleston Cliff Tops	2	LA
Fritton St. Olaves	1	Club

- 5.2 Many of the greens are located in larger recreation grounds, which will be controlled by parish councils (as with the Borough Council parish councils are denoted by the term 'LA'), but often may be managed by a club. The biggest single provision is however located on the seafront in Great Yarmouth.
- 5.3 There are therefore 18 greens on 13 sites within the Borough.
- 5.4 Overall provision throughout the area is therefore the equivalent of 1 green per 5,466 people. The best provision is in the rural areas outside the urban area, where accessibility to individual greens is poorer and more, smaller village greens and clubs exist.
- 5.5 Most sites have one flat, mostly six-rink, green, together with ancillary facilities, such as changing rooms/pavilion, parking and equipment store. The largest provision is located on North Drive on Great Yarmouth Seafront, and managed by the Borough Council.

Overview of Demand

- 5.6 Sport England has analysed the data on the English population to produce 19 market segments with distinct sporting behaviours and attitudes. This includes information on specific sports people take part in as well as why people do sport, whether they want to do sport and the barriers to doing more sport. There are six dominant market segments overall across the Borough.
- 5.7 The key point is that five of the top six segments in population numbers in the Borough are above 46 years of age. Segments in these age groups have historically been more inclined towards bowls as an activity than other sports better suited to younger people. The reasons for participating are for recreational, social activity and with a strong personal health motivation.
- 5.8 Data suggest that bowls is a very popular sport both in the region, and more so in Norfolk, where the level of participation is 1.41% of the adult population.

Comparing Supply and Demand

- 5.9 There is no evidence based upon current participation that there is demand for additional facilities. Whilst some greens are no doubt relatively heavily used, almost all clubs have spare capacity. Although match play is only a small part of overall activity, the flexibility of fixtures means that there is scope to accommodate more teams on existing greens.
- 5.10 Overall, there are considered to be sufficient greens to meet demand. A reduction in the number of clubs and greens might be absorbed, but this is not suggested, as all clubs appear to be well established, meet a wider than sporting demand, and are fairly buoyant, despite the lack of junior players in many cases.
- 5.11 **Latent demand:** None was identified by existing clubs, beyond a general statement by some clubs expressing a desire to attract more members. Martham Bowls Club does however appear to have been active in attempting to engage with young people of school age. Some additional limited demand might be present in the area in accordance with the structure of the population.
- 5.12 **Future participation:** This is only likely to grow significantly amongst younger age groups in particular if a more aggressive approach to recruitment is taken by clubs and governing bodies. However population changes up to 2029 are estimated to show an increase in the 55+ age group (within which a large proportion of existing participants lie) of near 24% which in numerical terms represents an additional 8,000 people. This increase in participation if evenly divided among existing clubs, would increase the membership of each by about 7-8 members.
- 5.13 It must be noted that these figures are based upon the assumption that bowls players fall into the 55+ age group. While it is recognised that this is not entirely accurate, membership figures, consultation and the Sport England Market Segmentation indicate that this enables a realistic estimate of future participation to be undertaken.
- 5.14 At the same time governing bodies and clubs are acutely aware of the need to widen the age base of participants. Indeed at elite level bowls is very much a younger persons' domain.

- 5.15 **Meeting current and future demand:** On the basis of the existing level of provision, which is considered adequate and despite the potential increases in demand arising from development initiatives and demographic changes, it is considered likely that the existing stock of facilities would remain sufficient and that no further provision of new bowls greens will be required in the Borough up to 2029. Additional pressures will be exerted on the current range of facilities. Indeed, higher levels of membership are likely to be a key way of maximising the sustainability of clubs as increased numbers of members will bring with it higher levels of income, which will be required to support the management and maintenance of greens.

Concluding Key Message for Outdoor Bowls

- 5.16 **As with many other areas, the main challenges to the sport locally can be summarised as follows:**

- **the cost of maintaining facilities, declining membership and lack of funding to effect improvements;**
- **the small average size of bowls club in Norfolk (60 members), mainly men (60%);**
- **the difficulty in getting junior bowlers to join clubs – there are plenty of distractions and increasingly alternative things to do in leisure time;**
- **lack of voluntary help for clubs – coaches and administrators; and**
- **the need to promote new 'short' forms of the games (e.g. New age bowls, sets play) to attract new players with less spare time; the need for closer involvement with schools and LA sports development staff.**

Outdoor Tennis

Existing Provision

- 5.17 The existing outdoor tennis facilities in the Borough are listed below.

Table 5.2: Outdoor Tennis Courts in the Borough

Name	Number of courts	Type of court	Ownership	
Broadland Sports Club	3	Tarmac	Commercial	Reasonable condition. Not floodlit. 3rd separate court is marked on adjacent MUGA
Browston Hall Country Club	2	Tarmac	Commercial	Floodlit
Caister Playing Field	1	Tarmac	LA	
Cliff Park High School	4	Tarmac	Education	Reasonable condition. Not floodlit.
Gorleston Cliff Tops	6	Tarmac	LA	Originally 2 x 4 adjacent courts. 2 x remaining tarmac courts in reasonable condition, not floodlit. Adjacent 2x2 courts are out of

Name	Number of courts	Type of court	Ownership	
				action due to surface damage. Remaining 2 x courts are now marked for basketball/5-a-side
Gorleston Lawn Tennis Club	5	Tarmac	Club	All courts floodlit
Hopton-on-Sea Holiday Park	2	Tarmac	Commercial	
Lynn Grove High School	6	Tarmac	Education	Recently laid. Very good condition. 3 are floodlit
Martham School	2	Tarmac	Education	
Ormiston Venture Academy	4	Tarmac	Education	Reasonable condition. Floodlit.
Wellseley Recreation Ground	1	Tarmac	Education	Single tarmac court. Not floodlit. Not very good condition.

5.18 There are therefore estimated to be 31 outdoor courts in the Borough. There were an additional 6 tarmac court owned by the Borough Council at North Drive, on the promenade in Great Yarmouth. However, three of these are now used for parking, and the remaining three have been marked out as open access basketball courts.

5.19 The courts tend to be categorised into one of three types – tennis club courts (sometimes on public land), commercial or registered members club courts and public courts under the control of the local authority, and available either by payment of a small charge or free for use.

Demand

5.20 Although nationally regular participation in tennis has been in steady decline, the levels in Norfolk may have bucked this trend. About 1.1% of the county's population over 16 plays tennis once a week, and this corresponds to about 670 regular players in the Borough. Insufficient information was available from the club survey to develop a picture of local participation in the sport for comparison.

5.21 **Current demand:** There are few well-established members' clubs and commercial tennis facilities in the Borough. There is little evidence overall that the existing network of clubs and courts is insufficient to meet current demand. It can be concluded that at worst a current broad equilibrium exists between current supply and demand.

5.22 **Future:** Participation in tennis is unlikely to grow as the result of population change. Although tennis is a sport that potentially appeals to a wide range of age groups, the nature of change in the population by 2029 is not expected to result in an increase in the 6-55 active age group likely to play in this sport.

- 5.23 Future participation may be pushed upwards through development initiatives from County LTA and other groups. Encouragement for juniors to take up the sport and the development of players up to performance levels may find its way through to adult participation.
- 5.24 The County LTA target of increasing membership from 6000 at present to 10000 throughout the county (i.e. a 66% increase) is considered ambitious, and if extrapolated to the Borough would increase participation from an estimated 670 to 1,116 players. However, even if these figures materialised, with the existence of school courts not currently used by clubs and the community there is some scope for additional community access and this could go some way to meeting the higher levels of participation targeted by the County LTA.
- 5.25 **Meeting current and future demand:** It is considered likely that the existing stock of facilities would remain broadly sufficient to meet demand now and up to the foreseeable future. However at the higher levels of participation sought by the governing body, additional courts at existing clubs (where feasible), improvement to capacity by quality improvements (such as floodlighting), better access to school sites and improvements to their facilities (e.g. floodlighting, changing rooms) should be considered.
- 5.26 The Gorleston Tennis Club facility is an important local resources for tennis, and might be regarded as an appropriate venue to which initially channel additional improvements to meet future increases in demand. The recently laid floodlit, tarmac courts at Lynn Grove School also offer potential, but would require the school's support.

Concluding Key Message for Outdoor Tennis

- **Low potential growth envisaged**
- **Future growth should be focused on existing (improved) venues**
- **Gorleston Tennis Club and School venues offer the best potential in terms of the above, as the need arises.**

Golf

Existing Provision

- 5.27 Within the Borough there are the following golf courses and facilities. There are other facilities within neighbouring local authority areas.

Table 5.3: Golf Courses and Facilities in the Borough

Site Name	Facility Type	Sub Unit	Number	Access Type	Ownership Type	Management Type
<u>BROWSTON HALL COUNTRY CLUB</u>	<u>Driving Range</u>	<u>Bays</u>	<u>28</u>	<u>Pay and Play</u>	<u>Commercial</u>	<u>Commercial Management</u>
<u>CALDECOTT HALL GOLF AND LEISURE</u>	<u>Driving Range</u>	<u>Bays</u>	<u>20</u>	<u>Pay and Play</u>	<u>Commercial</u>	<u>Commercial Management</u>
<u>BROWSTON HALL COUNTRY CLUB</u>	<u>Par 3</u>	<u>Holes</u>	<u>9</u>	<u>Pay and Play</u>	<u>Commercial</u>	<u>Commercial Management</u>
<u>CALDECOTT HALL GOLF AND LEISURE</u>	<u>Par 3</u>	<u>Holes</u>	<u>18</u>	<u>Pay and Play</u>	<u>Commercial</u>	<u>Commercial Management</u>
<u>PALMS HEALTH & FITNESS CLUB</u>	<u>Par 3</u>	<u>Holes</u>	<u>9</u>	<u>Registered Membership use</u>	<u>Commercial</u>	<u>Commercial Management</u>

Site Name	Facility Sub Type	Unit	Number	Access Type	Ownership Type	Management Type
CALDECOTT HALL GOLF AND LEISURE	Standard	Holes	18	Pay and Play	Commercial	Commercial Management
GORLESTON GOLF CLUB	Standard	Holes	18	Sports Club / Community Association	Sports Club	Sport Club
GREAT YARMOUTH AND CAISTER GOLF CLUB	Standard	Holes	18	Pay and Play	Local Authority	Sport Club
BURE PARK APPROACH COURSE	Par 3	Holes	18	Pay and Play	Local Authority	Local Authority

- 5.28 The Borough's landscape and the preponderance of a retired population make the Borough a popular venue for golf activity. Many players will undoubtedly be visitors to the area. However the structure of the population itself is conducive to relatively good levels of participation.
- 5.29 There is a mix of provision and management types. There is one traditional golf club at Gorleston. The Borough Council owns the land on which is located the Great Yarmouth and Caister Golf Club.

Evidence of Local Need

Market Segmentation

- 5.30 Sport England has analysed the data on the English population to produce 19 market segments with distinct sporting behaviours and attitudes. This includes information on specific sports people take part in as well as why people do sport, whether they want to do sport and the barriers to doing more sport. There are six dominant market segments overall across the Borough.
- 5.31 The key point is that five of the top six segments in population numbers in the Borough are above 46 years of age. Two of the above groups in particular are noted in the Market Segmentation analysis as being attracted to golf as an activity. If the estimated participation rates amongst these two group in golf are applied to the local population it would yield in the order of 700-800 in these two age groups. This represents about 1.07% of the estimated Borough population aged 55 years +. However, this estimate is likely not to be accurate as it excludes younger people who will also play the game.
- 5.32 Sport England data suggest adult participation in golf in Norfolk as a whole of between 2.35% and 1.35% of the adult population. If a corresponding rate of 2% is assumed for the Borough, this would yield an estimated 1,968 adults in the Borough who play golf on a regular basis.
- 5.33 **Latent demand:** No evidence of latent demand has been identified through the club survey. From information obtained from local clubs, none appear to have waiting lists for membership (where membership is required to play).
- 5.34 However, reference should be made to the potential impact of future population change (below). The Great Yarmouth and Caister Golf Club has stated that it would like to develop an 'Academy Course' for younger players, which suggests that there is a potential/need to develop interest and participation in the game locally amongst younger age groups.

Meeting Current and Future Demand

- 5.35 The population changes up to 2029 are estimated to show an increase in the 55+ age group (within which a large proportion of existing participants lie) of near 24% which in numerical terms represents an additional 8,000 people. If the estimated participation rate of 1.07% is then applied to the increased population in 2029 of 55 years+ it would yield an estimated 852 players in this age group- an increase of around 80-90 regular golfers in this age group. It is highly likely that such an increase could be absorbed comfortably by existing facilities within the Borough, especially if facilities such as par 3 courses and driving ranges are taken into account.
- 5.36 The above estimates are based on the growth in the 55+ age groups alone, and does not take account of the potential changes in population in younger age groups (either upwards or downwards). The overall estimated population change between 2014 and 2029 is estimated to lead to an increase in the adult population (16+) population from 79,350 to 86,600- an increase of 7,250. If a 2% adult participation rate (taken from the earlier Active People data) is assumed, this would add a further 145 regular adult golf players to the existing total on this bases of 1,968 i.e. 2,113. As a comparator, the additional 145 players equate to a third of the current membership of the Great Yarmouth and Caister Club.
- 5.37 If these additional players were spread over existing facilities it would led to around 25 extra player per 18-hole facility.
- 5.38 The existing levels of provision are considered generally adequate to meet both existing and potential increases in demand arising from development initiatives and demographic changes, it is considered likely that the existing stock of facilities would remain sufficient and that no further golf courses and related facilities will be required in the Borough up to 2029, except perhaps for facilities and initiatives that will nurture interest and participation amongst the younger age groups. Indeed, higher levels of membership are likely to be a key way of maximising the sustainability of clubs as increased numbers of members will bring with it higher levels of income, which will be required to support the management and maintenance of greens.

Concluding Key Messages for Golf

- **Demographically change is likely to increase adult participation**
- **Existing facilities are likely to be able to cope with existing demand**
- **Encouraging younger people into the sport will be the challenge**

Athletics

Existing Provision

- 5.39 The only dedicated athletics track in the Borough is the 6-lane floodlit synthetic track at Wellesley Recreation Ground, Great Yarmouth. This facility is owned by the Borough Council.

The only other athletics tracks (other than grass tracks marked out at schools during the summer) within 20 miles of the core population of the Borough are in Norwich.

- 5.40 The local athletics track is situated in a recreation ground that also is home to Great Yarmouth Football Club. The recreation ground and the athletics are also available for local schools to use as part of existing dual use arrangements. However, use can best be described as incidental, currently. The athletics track will be used for events such as school sports days, but not for regular curricular activity.

Local Evidence of Need

- 5.41 As with many other sports the demographic character of the local population, and its likely 'ageing' is not conducive to inducing additional participation on the back of population change. However, athletics-based activity perhaps has a wider appeal amongst age groups than some sports.
- 5.42 Sport England data from annual sample surveys suggest a participation rate amongst adults in Norfolk of between 2.35% and 4.19% of the adult population, but with the trend generally upwards to the latter figure. If a (probably conservative) figure of 4% is assumed for the Borough this would yield an estimated 3,174 adults in the Borough who take part in athletics (including non-track based running) on a regular basis.

The Future

- 5.43 The overall population change between 2014 and 2029 is estimated to lead to an increase in the adult population (16+) population from 79,350 to 86,600- an increase of 7,250. If a 4% adult participation rate is assumed, this would add a further 290 adults taking part in athletics-based activity.
- 5.44 The fact that athletics-based activity covers such a wide range of activities, including road running, means that it appeals potentially to a very wide range of the local population.
- 5.45 The Borough and, in particular, the coastal area offers an attractive environment in which to run, and therefore a relatively inexpensive medium to promote and maintain running routes. This might in turn feed demand for the local club.

Concluding Key Messages for Golf

- **The Borough benefits from a synthetic track**
- **The local club seems to be in a healthy state**
- **There are cosmetic issues with the track (littering etc)**
- **More fundamental problem exist with the quality of lighting and parking**
- **There are ample opportunities, given the Borough's environment, of encouraging non-track based athletic activity amongst all age-groups. This might in turn fuel interest in participating in conventional track and field activity**
- **The Wellesley complex might be suited to transfer to a Trust.**

Children and Young People's Provision (play)

What are Areas of Play?

- 5.46 Many dedicated areas identified for play are contiguous with larger of open space also suitable for children to use for informal recreation and play. Consideration of children and young people's play opportunities cannot therefore be considered in isolation from the issue of access to wider open space and general recreation opportunities. This needs to be borne in mind in terms of the following description of existing provision.
- 5.47 The 2013 Open Space Study categorised play areas in the Borough according to age groupings of 0-8 years (Junior), 6-12 years (Intermediate) and 8-14 years (Senior).
- 5.48 A general principle of 'play' provision locally has been an effort to ensure the needs of the widest range of local children have been catered for in the borough, and therefore even small play areas with just a few pieces of equipment often cater to a range of age groups. Existing play provision can therefore cope with changes in child population ages to some extent.
- 5.49 Some play areas are restricted to use by residents of the immediate dwellings and their invited guests. These *Housing Play Areas* were considered separately by the 2013 Open Space Study. In reality, this restriction is almost impossible to monitor. The nature of the provision in these circumstances is to meet needs of neighbouring housing, such that the catchments would only really draw on the very immediate area.

Existing Provision and Deficiencies

- 5.50 Overall, the Needs Assessment has recorded 87 play dedicated play areas located within the Borough. There is a concentration of play areas within Great Yarmouth town, and far fewer around the rest of the borough. Most of the existing provision is aimed at the age group spanning roughly nursery to 14 years. Based on the analysis in the 2013 Open Space Strategy, it might be expected that more play/teen facilities would be located in: Hemsby; Ormesby St. Margaret with Scratby; Yarmouth North Ward; and, Central and Northgate Ward; Winterton). There is a concentration of play areas within Great Yarmouth town, and far fewer around the rest of the borough. Based on the analysis in the 2013 Open Space Strategy, it might be expected that more play/teen facilities would be located in: Hemsby Ormesby St. Margaret with Scratby; Yarmouth North Ward; and, Central and Northgate Ward; Winterton).
- 5.51 There are concentrations of children of all age groups in: Cobholm; Runham; Vauxhall; Newtown; Southtown; and, South Denes.
- 5.52 Throughout the Borough there is a scarcity of teen facilities (15 locations between 4,744 children aged 14-17).

Key Issues Highlighted by this Consultation

Quantity and Supply

- Many stakeholders highlight a lack of facilities for teenagers; with parkour type facilities, MUGAs and youth shelters being commonly mentioned as well as skate parks

- Stakeholders indicate that overall there are enough play areas for younger children but some stakeholders do identify gaps in provision in parts of Great Yarmouth and the wider Borough
- The provision of play and youth facilities in the parishes is very varied and many parish councils report a shortage of such facilities (particularly for youth) and/or a need for improvements and refurbishments
- For children and young people the value of the beach as a "facility" for play and informal recreation was highlighted by a number of stakeholders.

Quality

- The quality of play areas and youth facilities is reported as very variable across Great Yarmouth and the wider Borough
- A number of parish councils highlight the need to improve the quality of local play and youth facilities
- In general the quality of play areas is not regarded highly by stakeholders (though there are examples of good quality provision). Many play areas are deemed to be old fashioned, "tired" and lacking in exciting and challenging play opportunities. Various stakeholders highlighted the need for play spaces to provide more challenging and adventurous play opportunities, particularly for older children
- There was less concern from stakeholders regarding the quality of existing MUGAs and skate parks, though again this appears to be quite variable across the Borough
- Various stakeholders highlight the importance and value of the provision of unequipped "playable" natural and amenity green space for informal play; and that planning for play in the future should take this into account in addition to equipped formal play spaces.

Access

- Stakeholders note that children and young people need access to play facilities within a reasonable walking distance from home
- Currently some areas have better access to play and youth facilities in terms of proximity than others
- Some play areas, though easily accessible from residential areas are not considered fit for purpose and it may be better in some cases to reduce the number of such play spaces and focus on improving other play areas nearby that are also within a reasonable distance from home
- The strategy needs to develop specific local standards as targets for provision including both access and quality elements e.g. how far is a "reasonable" walking time and what the quality of play and youth facilities provided should be
- Young people note that they do not always feel safe using MUGAs, skate parks etc. due to misuse and antisocial behaviour. This indicates the importance of good location and "secured by design" principles when planning such facilities

- There is a need for improved transport to facilities for children and young people (particularly in the rural areas) and safe walking and cycling routes to play opportunities
- There is need to ensure that the design of play and youth facilities is inclusive as regards use by disabled children and young people.

Other Issues

- Stakeholders highlight the importance of ensuring that when new play spaces and youth facilities are developed, or investment made into improvements, it is essential to ensure that ongoing budgetary provision is sufficient for maintenance
- Many parish councils have an interest in play and youth facilities and there is potential for them to take more responsibility for local play spaces, particularly in relation to play areas currently managed by the Borough Council
- There is potential for improved communication systems and partnership working between leisure and housing services in relation to developing and improving play and youth facilities in the Borough
- Many stakeholders highlight the importance of involving children and young people in all aspects of play and youth facility provision e.g. location, the kind of provision most needed, design, access issues etc
- Children and teenagers play and hang out regularly “on the street”, on amenity and natural green space, near local shops, etc. as well as on spaces specifically planned for play and youth facilities. The study should therefore highlight planning related issues aimed at making the wider open space and residential environment more child-friendly
- A key barrier to teenagers' use of “public” open space is that they are often moved on by nearby residents and authorities such as the police. They need more tolerance and places recognised as “theirs”
- Play England provide excellent guidance on play and spatial planning; play space design; a Quality Assessment Tool for play spaces; and managing risk in play. Some of these could be adopted as guidance and Supplementary Planning Documents.

Concluding Key Messages for Play

5.53 The key issues facing play provision in the Borough would therefore appear to be:

- **lack of youth/teenage provision;**
- **a desire for more imaginative provision, and perhaps using ‘play friendly, natural features and landscapes;**
- **tackling geographic blackspots in provision of various kinds; and**
- **the need for better demarcation of and communication between relevant Borough Council services in respect of play functions.**

Other Leisure Activities

- 5.54 This section examines the provision and potential need for other relevant recreation and leisure provision, which includes recreational walking, cycling, allotment gardening.
- 5.55 The Borough is blessed with two major natural resources for informal recreation: the coast, and the Broads. The enormous ecological and community value of these resources is established and recognised and they are not features that should be subject to detailed study and recommendations in this project. Other strategies and mechanisms exist for the short and long-term management of these areas, such as through the Broads Authority, and the Norfolk Coast Partnership.
- 5.56 Access to these areas can be by road, rail and public transport. However, for local communities these features can (potentially) be accessed by walking, running, riding and cycling via the Rights of Way and other permissive routes network. These networks will also serve as important local recreation features in their own right, offering local circuits, and also sometimes even 'utility' routes from place-to-place.
- 5.57 These networks therefore offer very cheap, attractive and sustainable recreation opportunities for all sections of the community. This view is reinforced by the views expressed in the community consultation exercise.

Walking, Cycling and Rights of Way

Existing Provision

- 5.58 Access to the Broads landscape, the coast, and other natural open space within the Borough is facilitated by a network of Public Rights of Way (PRoW). The definitions of the PRoW types are:
- Public Footpath: open only to walkers; may be waymarked with yellow arrows
 - Public Bridleways: open to walkers, horse riders and cyclists; may be waymarked with blue arrows
 - Restricted Byways: open to all non-motorised users including vehicles such as horse-drawn carts; may be waymarked with plum-coloured arrows
 - Byways Open to All Traffic: can also be used by motorists, although most are inaccessible to all but off-road vehicles.
- 5.59 There are almost 197km of PRoW in the Borough, as categorised in the table below.
- 5.60 The breakdown by length of the different types of PROW is shown in **Table 5.4**, overleaf.

Table 5.4: Categorisation of PRoW

Type of PRoW	Total Length
Footpath	165,979m
Bridleway	18,340m
Restricted Byway	10,658m
Byway Open to All Traffic	1,882m

- 5.61 In addition to the above there are also networks involving permissive routes, as well as routes promoted for recreational cycling.
- 5.62 There exist Norfolk Coastal Paths and coastal cyclepaths that pass through the Borough. There are also the seafronts and promenades that are heavily used for the taking of exercise, as well as utility routes.
- 5.63 The Borough Council is actively promoting safer and more convenient walking and cycling within the existing highway network in the Great Yarmouth urban area.

Key Issues Highlighted by this Consultation

- Footpaths, bridleways and cyclepaths also provide excellent "facilities" for active recreation. Stakeholders note that there is an extensive network of paths available but that quality is often poor due to a lack of resources for maintenance. A lack of and poor quality links were noted within the footpath and cyclepath network
- A number of stakeholders note the need to develop additional safe cyclepaths
- The Norfolk County Council Rights of Way Improvement Plan (ROWIP) highlights a number of opportunities for improvements to footpaths, cycle routes and bridleways
- Opportunities for active informal recreation in parks and open spaces, along with easy access to footpaths and cyclepaths, can be as important as sports facility provision in relation to promoting health and wellbeing benefits to local people.

The Future

- 5.64 Walking and cycling appeal to a very wide cross section of the population. Therefore an ageing population does not necessarily 'threaten' participation levels in the same way as it would afflict many of the more conventional sporting activities covered in this assessment. The future planned changes in the population will also increase the demand for access to local routes for cycling and walking.

Concluding Key Messages for Walking, Cycling, and Rights of Way

- **Areas of new development will require detailed consideration in respect of local route provision**
- **Local consultation reflects widely the view that existing routes and trails offer great potential for additional use, but there is scope for improvement**
- **There is scope to collaborate with the Broads Authority to improve access to parts of the Broads landscape for local residents, and especially from the Great Yarmouth urban area**
- **New and improved provision needs to be sensitive to landscape and ecological features of acknowledged importance.**

Allotments

Existing Provision

- 5.65 The Borough has approximately 45 hectares of allotment land which is predominantly located within the urban area of Great Yarmouth and Gorleston and the adjoining

settlement of Bradwell. Allotment provision is more concentrated in the northern parishes than the southern with 11.68ha and 7.49ha respectively.

Evidence of Local Needs

- 5.66 From the consultation, the main points the 2013 Open Space Study concluded were that:
- allotments are appealing to a wider age range of the population not just the retired population;
 - overall satisfaction with allotments in the Borough is high;
 - there are some perceived issues with allotment security and ease of accessibility; and
 - nearly half of all allotments do not provide basic amenities such as an adequate water supply.
- 5.67 The consultation undertaken for this assessment augmented the findings of the previous 2013 study, but suggested the potential of allotments and community gardens to get older people more involved in working together to support such initiatives

The Future

- 5.68 As mentioned in earlier parts of this section dealing with other recreation activity, the population will age in overall terms. However, new development will generate local increases in population, and sometimes these will be quite significant. Allotment gardening has traditionally appealed to the older age groups. To an extent therefore the activity will be well suited to the needs of older people. There is though the likelihood that access to allotment space will increasingly satisfy the needs of other age groups for recreation and health needs, as well as to satisfy a growing desire amongst some population groups to produce home grown food.

Concluding Key Messages for Allotments

- 5.69 **The key local issues and themes in respect of allotment provision in the Borough would appear to be:**
- **An overall perception that the quantity of provision is adequate throughout the Borough as a whole, but that there are some local geographical areas where a need may be unmet, and these include north Caister, Hopton, Hemsby, and parts of Gorleston**
 - **Qualitative improvements could be made in respect of certain on-site facilities, such as water supply**
 - **The role of allotments (both of the conventional and unconventional forms) in addressing wider recreation, health, and other needs.**

6: Strategic Framework

- 6.1 This section sets out a strategy for the future delivery of facilities for sport, play and leisure in Great Yarmouth Borough. Its main aim is as follows.
- 6.2 **Increase participation in sport & physical activity, which is key to improving health and well-being outcomes, and which can also play an important role in the development of self-confidence and life skills among individuals.**
- 6.3 In support of this overall aim are three strategic themes, which embrace the desired outcomes for the strategy (see section 1).

- 1) 'Protect'
- 2) 'Enhance'
- 3) 'Provide'

Strategic Theme – Protect

- 6.4 The Borough Council and its partners will seek to protect the overall stock of sports, play and leisure facilities within the Borough. This does not mean that individual facilities cannot be disposed of, but the aim should be to ensure that the overall stock of facilities and opportunities changes to meet the needs of an evolving population.
- 6.5 Many of the Borough's sports and physical recreation assets are based on open space and, once lost, these spaces rarely can be recovered. Changes to the overall stock of provision (both built and outdoor) should be properly planned and conceived to be of net benefit to the local community.

Strategic Theme – Enhance

- 6.6 In many regards the Borough has a good stock of sports and recreation facilities and opportunities, but sometimes there is a need for refreshment and upgrading to meet changing and contemporary needs. An attractive physical and natural environment helps to encourage beneficial use and enjoyment of provision of whatever kind. Some of the key objectives of the strategy were stated at the outset to be:
- to keep parks and open spaces clean and litter free; and
 - to improve facilities at the Marina Centre and Phoenix Pool.
- 6.7 The above stress the need for a focus on enhancing provision and management.

Strategic Theme - Provide

- 6.8 Sometimes it will be necessary to provide new and/or improved facilities to meet the changing needs of the community. This strategy and action plan identifies specific projects in this regard.
- 6.9 'Providing' is not simply about physical installation - it is as much about how people and groups cooperate in bringing such projects to fruition, and also sustaining them into the future.
- 6.10 Achieving some key objectives set for the strategy will only be addressed through cooperation, and achieving the mutual support, respect, and trust of a range of interests. Some of the strategy objectives were stated at the outset to be:

- to work with partners to improve outcomes for children and young people, older people and vulnerable people;
- to work with the police and other partners to help tackle crime and anti-social behaviour;
- to participate in local Health and Well Being Boards and work to improve the health of staff and residents through participating in a variety of public health initiatives;
- the development of a facility infrastructure in partnership with key stakeholders that is fit for purpose now and in the future;
- an identified role for educational facilities in meeting community sport and health outcomes; and
- an understanding of the role of the private / commercial sector in delivering sport and health outcomes.

6.11 Working to achieve shared aims and objectives always makes sense, but is now essential in the financial climate facing public spending. The consultation underlying this strategy also highlights the importance of 'voluntary infrastructure' in helping to create and sustain local opportunities for sport and physical activity. A big challenge facing many activities and facilities is securing sufficient volunteers to support and maintain them. The strategy and action plan recognises this issue.

7: Delivery and Implementation

General

- 7.1 The following translates the themes identified in Section 6 into a series of site-specific, activity specific, and other generic action recommendations. In subsequent regular updates of the action plan new actions points (including potentially additional sites) will be identified.
- 7.2 In practice, additional projects and opportunities will emerge that may not be addressed by the site-specific actions offered in this first phase of the action plan. It will be important to exploit new (and sometimes unforeseen) opportunities, where they are consistent with the overall strategic objectives of the strategy, and do not conflict with the achievement of the first phase of site-specific and other generic actions identified below. The Borough Council and its partners will come to an informed view on emerging opportunities through drawing on a variety of sources which may include the current strategy; the underlying needs assessments; and, other factual information deemed to be relevant.

Specific Actions

- 7.3 GYBC = Great Yarmouth Borough Council; FA = Football Association; RFU = Rugby Football Union; ECB = England and Wales Cricket Board; EH = England Hockey; NGB = National Governing Body; AGP (Artificial Grass Pitch); 3G (Third Generation (a type of AGP)).

Table 7.1: Action Plans

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
Indoor Built Facilities								
'Protect'	All existing pool sites	Swimming Pools	The Council should seek to protect the current levels of swimming pool provision across the borough.	GYBC, Trust, Schools, NCC and clubs	GYBC and Trust	On-going	Need to protect the current levels of water space to meet current and future needs.	Staff (planning) Future investment from Trust and Council to maintain and protect the facilities.
'Protect'	All existing sports hall sites	Sports Halls	The Council should seek to protect the current levels of sports hall provision across the borough	GYBC, Trust, Schools and NCC	GYBC and Schools	On-going	Need to protect the current levels of sports hall space to meet current and future needs.	Staff (planning) Investment from individual schools. Support for funding bids.
'Protect'	All existing squash sites	Squash	Protect all existing squash facilities across the borough	GYBC, Trust, clubs	GYBC, Trust and clubs	On-going	Need to protect the current levels of squash court provision to meet current and future needs.	Staff (planning) Future investment from Trust and Council to protect the facilities. Investment from Club and support for funding bids.
'Enhance'	Marina Centre	Swimming and ancillary facilities	The Council should continue to invest in the Marina Centre in the medium-long term.	GYBC, Trust and School	GYBC	0-18 months	Need to protect the water space and enhance the quality of the facility to ensure it is 'fit for purpose' and sustainable in the long-term.	GYBC investment of £7.6m. Future investment from Trust to maintain and protect the facilities.

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Enhance'	Phoenix Pool	Swimming and ancillary facilities	The Council should continue dialogue with the County Council to develop a sustainable approach to protecting and enhancing the medium-long term life of the Phoenix Pool. This should include investment in the site to make it more sustainable.	GYBC, Trust and School	GYBC	0-18 months	Need to protect the water space and enhance the quality of the facility to ensure it is 'fit for purpose' and sustainable in the long-term.	GYBC investment of £7.6m. Future investment from Trust to maintain and protect the facilities.
'Enhance'	GYHS Pool	Swimming and ancillary facilities	The Council should seek to work with Great Yarmouth High School to protect and enhance the swimming offer at the site	GYBC, NCC, Trust and School	GYBC, NCC and School	0-18 months	The water space at GYHS is an important part of the overall swimming provision across GY. Need to protect the water space and enhance the quality of the facility and future access to ensure it is 'fit for purpose' and sustainable in the long-term.	Investment from school and NCC and support for funding bids.
'Enhance'	All school sports halls	Sports halls and ancillary facilities	The Council should work with schools and provide a co-ordination role to promote, advocate, incentivise and provide support for schools who want to open up their sports hall facilities for further community use	GYBC, Trust and Schools	GYBC to co-ordinate	On-going	School sports halls provide a significant resource for sports hall sports. Opportunities exist to increase community access and sporting opportunities.	Investment from schools and support for funding bids.
'Enhance'	Prioritised schools	Sports halls and ancillary facilities	The Council should consider providing enhanced community use management support to prioritised schools through any new contracting arrangements which are put in place. Dialogue should take place with schools	GYBC, Trust and Schools	GYBC to co-ordinate	On-going	Priority and support to be given to those schools with capacity to enhance use and grow participation most significantly.	Investment from schools, GYBC and support for funding bids.

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
			based on their facility provision, capacity and willingness to develop in partnership					
'Protect'	Marina Centre	Indoor bowls	Consider the future of the indoor bowling provision and develop appropriate provision or mitigation strategies for any potential loss. This should include increasing access and availability to existing provision and developing other opportunities e.g. short mat bowls.	GYBC, Trust and club	GYBC	0-18 months	Based on needs and evidence there is a potential case for the redevelopment of the indoor bowls facility at the Marina Centre. However, this should be considered at the appropriate time on the basis of a detailed feasibility study / business case.	Staff (Leisure) and Trust
'Enhance'	Marina Centre and Phoenix Pool	Health and Fitness	Any investment in the Marina Centre or Phoenix in the medium-long term should look to include enhanced health and fitness provision based on a full business case in order to increase the sustainability of provision and meet resident needs.	GYBC and Trust	GYBC and Trust	On-going	Will help to deliver long-term sustainability of the Centres and provide opportunities in-line with demographic and participation profile.	Staff (Leisure) and Trust
'Enhance'	Marina Centre and Phoenix Pool	Studio Space	Any investment in the Marina Centre or Phoenix Pool in the medium-long term should look to include the potential to enhance studio space based on a full business case in order to increase the	GYBC and Trust	GYBC and Trust	On-going	Will help to deliver long-term sustainability of the Centres and provide opportunities in-line with demographic and participation profile.	Staff (Leisure) and Trust

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
			sustainability of provision and meet resident needs.					
'Enhance'	All Schools	Health and Fitness and Studio Space	Any opening up of school facilities for wider community use should seek to include access to health and fitness facilities and studio space as appropriate.	GYBC, Trust and Schools	GYBC to co-ordinate	On-going	Will help to deliver long-term sustainability of school provision and provide opportunities in-line with demographic and participation profile.	Staff (Leisure) and School. Support for funding bids.
'Enhance'	Marina Centre	Squash	Any investment in the Marina Centre in the medium-long term should look to protect and potentially enhance the squash provision based on a full business case	GYBC and Trust	GYBC and Trust	On-going	Need to maintain and enhance current levels of squash provision to meet current and future needs.	Staff (Leisure) and Trust
'Enhance'	Broadlands Sports Club	Squash	Seek to support the further development of the Broadlands Sports Club through increased squash court provision, including a glass back court	GYBC and Club	GYBC and Club	On-going	Need to maintain and enhance current levels of squash provision to meet current and future needs.	Support for funding bids.
'Provide'	n/a	Swimming	The Council should adopt a planned approach to future swimming needs and continue to monitor and consider future demands. This may include long-term opportunities to develop new swimming provision based on future needs and growth	GYBC and Trust	GYBC and Trust	On-going	Need to continue to monitor swimming needs and adapt to changing market and needs.	Staff (Leisure) and Trust

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Provide'	n/a	Sports halls	The Council should adopt a planned approach to future sports hall needs and continue to monitor and consider future demands. This may include long-term opportunities to develop new sports hall provision based on future needs and growth. This may include more flexible spaces as opposed to traditional halls.	GYBC Trust and	GYBC and Trust	On-going	Need to continue to monitor sports hall needs and adapt to changing market and needs.	Staff (Leisure) and Trust
'Provide'	n/a	Indoor Tennis	Any long-term development of new leisure provision should consider the potential requirement and sustainability for indoor tennis as part of the overall facility mix on the basis of a feasibility study / business case	GYBC Trust and	GYBC and Trust	On-going	Need to continue to monitor indoor tennis needs and adapt to changing market and needs.	Staff (Leisure) and Trust
'Provide'	n/a	Squash	Any long-term development of new provision should consider the potential requirement and sustainability for squash as part of the overall facility mix.	GYBC Trust and	GYBC and Trust	On-going	Need to continue to monitor squash needs and adapt to changing market and needs.	Staff (Leisure) and Trust

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
Pitch Sports								
'Protect'	All	All sports	<p>The overall stock of outdoor sports and recreation facilities should be protected and improved. Local development plan policy should resist the loss of all existing sites for alternative uses and development, subject to appropriate compensatory provision of equivalent community benefit, and in a suitable location being provided which must be synchronised with the loss of a given site.</p> <p>In the case of built commercial leisure facilities, a compelling case should be made that the facilities are no longer commercially viable, and that the local need is not present for their upkeep.</p>	GYBC (planning)	GYBC (planning)	2015	The needs assessment has demonstrated that whilst generally sufficient facilities exist to meet both current and predicted needs. A precautionary principle should be applied. All dedicated sports grounds, recreation grounds and school playing fields should be designated as community recreation resources in the development plan. A policy following the tenor of the 'Action' should be devised.	Staff (planning)
'Protect'	All	All	Adopt the suggested standards for grass pitch sports recommended in Appendix NA4 of the 'Playing Pitch Needs Assessment' accompanying this strategy.	GYBC (planning)	GYBC (planning)	2015-16	These should be used as a guide for new provision, but also as a <i>minimum</i> standard of local provision.	Staff (planning)

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Enhance'		All pitch sports	<p>As appropriate, developer contributions should be used to provide for qualitative improvements at key sites.</p> <p>The priority sites are: Gorleston Recreation Ground; Magdalen Recreation Ground; Beaconsfield; Mill Lane; and, Southtown Common (all given the likely proximity of planned new development). The main improvements required here will be upgrades to changing facilities.</p> <p>Gorleston Recreation Ground presents an opportunity for remodelling with perhaps more intensive use for football, consistent with its role as a public venue. This might include a 3G AGP. It is also a notable and popular site for youth activity (discussed later).</p>	GYBC, developers	GYBC	2015-2030	<p>The needs assessment has demonstrated that generally there are sufficient outdoor pitch sport facilities to meet both current and anticipated future demand.</p> <p>However in many locations it would be beneficial for qualitative improvements to be made to pitches and existing ancillary facilities, and in particular changing facilities, which are often unsuited to the needs of different age groups and genders.</p> <p>In areas of planned new growth additional population is likely to increase demands on facilities and they should be sufficiently robust and attractive to cater for this potential increase in demand.</p>	Staff (planning); developer contributions
'Enhance'	Magdalen Recreation Ground	Football	Re-marking/determination of whether this site could be an acknowledged central venue for youth football and mini-soccer activity.	GYBC, local leagues and clubs	GYBC (services)	2016-2016	The information from the needs assessment suggests that there is a mismatch in some cases between the sizes and age-groups of teams using this site and the pitch sizes currently marked out. Whilst demands will change as teams move	Staff (leisure); GYBC Services

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>through the age groups, it is very important that teams play on pitches specifically marked out for their age ranges. Magdalen Recreation Gound has the capacity to host additional small-sided pitches and clubs, leagues and GYBC Services should regularly assess changing needs and mark out accordingly.</p> <p>Certain other sites have the same issue, but Magdalen is the immediate priority.</p> <p>There may also be value in managing this site as a venue dedicated to mini-soccer and youth football, which would reduce the need for remarking. However the relevant, local clubs need to be involved in any decisions in this regard, as it could mean club activity being split over more than site.</p>	
"Protect"/Enhance'	Cliff High School, Gorleston	Hockey, and Football	Develop plan for the refurbishment and long-term protection of the AGP at this venue as a sand-based facility. Improvements to on-site changing facilities for the community should also be improved.	GYBC, School, EH, Hockey Club	School/GYBC	2015-2020	<p>Hockey depends on this facility for survival and potential growth in the Borough. The surface is also suitable and well-used for football; training and 5-a-side. This is apart from weekday school use.</p> <p>It should be a priority to pursue the renewal of this surface. It would be a justifiable recipient of developer and other external</p>	Staff (school, GYBC (leisure), EH); Inspired Facilities fund; developer contributions

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							funding, given the planned new growth in the area, and the extra demand that will consequently be placed on the facility.	
'Enhance'	Cobholm Recreation Ground	Rugby and Football	<p>Refurbishment of changing rooms and clubhouse/fitness suites</p> <p>Provision of lights (at least for training and potentially for matchplay).</p>	GYBC, Norfolk County Council, RFU, Rugby Club	GYBC/County Council	2015-2020	<p>To enable this hard-working club to further establish and grow, there is a need to improve ancillary facilities, bearing in mind the growing numbers of junior and female players. The site is also used by a football club which would benefit.</p> <p>However, in order to attract external funding a secure lease of at least 30 years needs to be offered and accepted by the Rugby Club. The County Council owns this site, and should be encouraged to grant such status to the club, or vest the site in a trust such as Fields in Trust.</p>	Staff (leisure); club; RFU
'Enhance'	Southtown Common	Cricket (and football)	<p>Improvements to pavilion and changing.</p> <p>Dog bins and enforcement signs</p>	GYBC, developers, club	GYBC	2015-2020	<p>This site has scope for additional cricket, and is a potentially attractive venue. It is also a public recreation ground, and there are issues with dog-fouling (which affect both cricket and football).</p> <p>An enhanced changing/club house facility would improve the scope of the site for</p>	Staff (leisure and planning); clubs; developer contributions

Theme	Site (Action)	Key Activities	Actions		Partners	Lead partner	Time-frame	Justification	Resources
								<p>additional cricket/sports use. The cricket club has suggested it would be interested in assuming greater management responsibilities for the site. (See under 'Provide').</p> <p>The site would be a justifiable recipient of developer and other external funding, given the planned new growth in the area, and the extra demand that will consequently be placed on the facility.</p>	
'Provide'	<p>School site- perhaps Caister or Flegg High School (and/or possibly the Wellesley Recreation Ground).</p> <p>Potentially another full-size facility could be sustained in the south of the urban area (Gorleston)</p>	Football	Additional provision.	'3G' AGP	School/FA/GYBC	School	2015-2017	<p>The needs assessment identified that there is limited time available at existing local AGPs for midweek winter training. An additional 3G facilities would resolve this problem, and provide an additional resource for training and potentially matchplay. A full-size pitch with floodlighting is likely to reach a good level of use in a short period of time,</p> <p>It would be a justifiable recipient of developer and other external funding, given the planned new growth in the area, and the extra demand that will consequently be placed on the facility.</p>	Staff (school, GYBC (leisure), FA); Inspired Facilities fund; developer contributions

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>The northern half of the urban area and Borough is poorly served in terms of AGP provision, and a school venue such as at Flegg or Caister, could be an appropriate venue, subject to the establishment of a sound business plan, management structure, and community use arrangement.</p> <p>There is the physical scope to provide a reduced-sized 3G pitch at the Wellesley Recreation Ground (replacing the old bowls green and small-size AGP). This would be a well-located training and youth mini-soccer match venue.</p> <p>A reduced-sized AGP could help to assure the viability of a trust. If one were to be established to run this site. (See later in this Action Plan).</p> <p>It is possible that an additional full-size 3G AGP might be sustained in the southern part of the urban area</p>	
'Provide'	Filby Playing Field Hemsby Recreation Ground# Caister Playing Field#	Football	Protect potential for marking out additional pitches, if the need arises at these sites. (*The sites marked with a # are those where clubs have	GYBC (planning); local councils	GYBC (planning)	2015-2017	The study does not suggest there is a need to create new spaces to accommodate changes in the numbers of teams arising from planned and	Staff; Services GYBC

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
	Magdalen Recreation Ground Martham Recreation Ground Mill Lane Playing Field# Ormesby Playing Field# Repps w/Bastwick Playing Field Rollesby Playing Field St Nicholas Recreation Ground Winterton Sports Field		suggested an aspiration to field more teams). However, sites currently not being should have reduced pitch sport maintenance, and the emphasis instead being on informal recreation and naturalised environments for play. Currently, these are: St. Nicholas Recreation Ground; Rollesby Playing Field; Repps with Bastwick Playing Field.				natural population change. There are currently opportunities at existing venues to mark out additional pitches if required. The most obvious example in the urban area is Magdalen Recreation Ground, but other opportunities exist (see list).	
'Provide'	Magdalen Recreation Ground; Mill Lane Playing Field; Beaconsfield Recreation Ground	Football	Consider a two-tier price structure. The higher band price structure reflecting current (or reviewed) pitch hire price structure; and, the lower band based on clubs and teams assuming responsibility for marking of pitches; and provision, and maintenance of pitch markings and equipment.	GYBC/Clubs /Leagues	GYBC	2015-2017	Local clubs have not generally expressed a view that GYBC pitches are expensive to hire. However, it might be worth piloting a scheme on a GYBC site where clubs will get reduced fees if they agree to maintain markings and pitch equipment themselves to an agreed minimum standard. It is probably not realistic to extend such a scheme to all grounds maintenance tasks, as most council football pitches are situated on multi-pitch sites. The clubs that will be in the best position to assume such responsibilities will be large-well	Staff (GYBC Leisure); clubs; local leagues

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							organised clubs that predominantly use a single site.	
'Provide'	Cobholm Recreation Ground	Rugby	Vesting ownership or long-term lease of the site either to the club or to a trust.	Norfolk County Council/ GYBC/Clubs /Fields in Trust	GYBC	2015-2017	The progress of this club will be stifled unless issues of lease and ownership are resolved with the County Council	Staff (GYBC and County Council)
'Provide'	Southtown Common, Beaconsfield Recreation Ground (and potentially in conjunction with AGPs)	Cricket	Artificial wickets provided	GYBC, ECB, Schools, Developers	GYBC, ECB	2015-2017	<p>There may in the future be a developing mid-week league for casual, abridged versions of the game, and this might present opportunities to play for those who cannot commit to longer matches; and, a way in to the sport for others.</p> <p>The County Cricket Board are also considering allowing existing mid-week league matches to take place on artificial wickets.</p> <p>Artificial wickets in parks (and potentially on AGPs) can help cricket develop further. Southtown Common and Beaconsfield Recreation Ground are accessible and attractive public spaces that are likely to prove attractive venues.</p>	Staff (GYBC, ECB); Inspired Facilities Lottery Fund

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources	
Other Outdoor Sports									
'Enhance'	Gorleston Cub	Tennis	Tennis	Focus of future tennis initiatives on this important local venue	LTA, local club, GYBC, developers	Local club. GYBC	2015-2020	<p>Gorleston Tennis Club is an accessible community-focussed club with good facilities and a solid track record of nurturing participation and talent.</p> <p>Although there is unlikely to be significant growth in the sport in the foreseeable future, there is still a need to maintain well-managed venues for the sport, locally.</p> <p>The lights and court surfaces at this venue will need overhaul in the foreseeable future.</p> <p>The site would be a justifiable recipient of developer and other external funding, given the planned new growth in the area, and the extra demand that will consequently be placed on the facility.</p>	Staff (GYBC); club; LTA; developer contributions
'Enhance'	Wellesley Recreation Ground	Athletics	Improvements to lighting and development of medium-longer term plan for track resurfacing	GYBC, local club, England Athletics, FA	GYBC	2015-2020	The facility at the Wellesley Recreation Ground is a tremendous local asset, and the resident club is well established and robust. However, certain facilities such as floodlights are not ideal, and the track surface will, in time, require overhaul.	Staff (GYBC, England Athletics; FA; Football Foundation; Inspired Facilities Fund	

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>A joint funding bid for new floodlights to benefit both athletics and football could be pursued with the relevant governing bodies.</p> <p>In addition, a plan should be put in place for the financing the eventual refurbishment of the track surface.</p>	
'Provide'	Wellesley Recreation Ground	Football and athletics	Vesting ownership or long-term lease of the site either to the clubs or to a management trust.	GYBC/Club/Fields in Trust	GYBC	2015-2017	Vesting this site with an independent managed trust might help the Borough Council save money, whilst also allowing resident clubs greater scope to pursue external funding and other initiatives.	GYBC staff; clubs
'Provide'	Various	Athletics/running	Programme of provision of off-road running circuits.	GYBC, Broads Authority, local running clubs and groups, Running England	GYBC,	2015-2025	<p>The Borough Council has already embarked on a '3-2-1' running way-marking initiative, and this has been well-received. This initiative should be expanded making use of the links from urban into coastal areas and countryside/broads. Such routes would also be attractive to walkers, and would therefore have an important dual function.</p> <p>If these routes were in the vicinity of planned new development they could be justifiable recipients of</p>	Staff (GYBC, Broads Landscape Partnership, developer contributions

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>developer and other external funding.</p> <p>Cooperation with the 'Broads Landscape Partnership' (see under 'Joint Working') could help realise some of these routes.</p>	
Other Recreation Activities								
'Protect'		Play	Adopt the suggested standards for play recommended in the Needs Assessment Report for Play, Leisure and non-Pitch Sports (Table 6.1) accompanying this strategy.	GYBC (planning)	GYBC (planning)	2015-16	These should be used as a guide for new provision, but also as a <i>minimum</i> standard of local provision.	Staff (GYBC)
'Provide'	Various	Play (youth)	As priorities explore opportunities for new and improved youth provision in the following areas/settlements and potential sites: Hemsby (Hemsby Recreation Ground); Ormesby St. Margaret with Scratby (Ormesby St. Margaret Playing Field); Yarmouth North Ward; and, Central and Northgate Ward (Beaconsfield Recreation Ground); Winterton (Winterton Playing Field).	GYBC (planning); GYBC (leisure); GYBC Housing	GYBC (leisure)	2015-2020	These are locations that have been identified as having inadequate access to youth provision, and they should be afforded priority attention.	GYBC staff; local councils; developer contributions

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Provide'	Great Yarmouth/Gorleston	Play (youth)	<p>Explore the scope for additional youth facilities for casual use by young people, perhaps located at Gorleston Recreation Ground). These might take the form of a parkour facility although alternative facilities might be considered; a concession for a coffee bar; and portaloos.</p> <p>Additional site surveillance should be explored</p>	GYBC (planning); GYBC (leisure); GYBC Housing; relevant local groups	GYBC (leisure)	2015-2020	<p>This would be a new and exciting form of provision for young people to be located in an area popular for young people.</p> <p>The location is popular for young people. However, there have been complaints about littering and anti-social behaviour. Presence in the form of a refreshment kiosk and surveillance technology might alleviate these problems.</p> <p>The suggested vicinity of the facility would be close to planned new development it could be a justifiable recipient of developer and other external funding.</p>	GYBC staff; social entrepreneurs; developer contributions
'Provide'/'Enhance'	Various	Play (other age groups)	<p>Explore the scope for new and improved provision for all other age groups in the following areas:</p> <p><u>Provision for senior children (8-14 years);</u> Gorleston (a seafront site), as well as North Yarmouth ward (perhaps in</p>	GYBC (planning); GYBC (leisure); GYBC Housing; Local community groups	GYBC (leisure)	2015-2020	<p>These areas are considered to be lacking relative to considerations of quantity, quality, and accessibility.</p> <p>With respect to senior and intermediate provision some potential site locations have been identified, but these should not be considered as</p>	GYBC staff; local councils; residents and young people's groups; GYBC Services




Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources										
			<p>conjunction with North Denes Middle School).</p> <p><u>Provision for intermediate age group children (6-12 years):</u> Gorleston ward (seafront site); parts of Bradwell North and Claydon wards (site search required); and, parts of Caister (site search), Martham (primary school or site search), and Hemsby (site search).</p> <p>Provision for junior age group children (0-8 years):</p> <p>A review of the utility and viability of small equipped local provision for 0-8 year olds should be conducted, and a programme of decommissioning should be undertaken. The candidate sites for this programme could be:</p> <table><tr><th>Name</th><th>Ward</th></tr><tr><td>St Clare Court</td><td>Bradwell South & Hopton</td></tr><tr><td>Watsons Close</td><td>Bradwell South & Hopton</td></tr><tr><td>Nursery Close, Belton</td><td>Lothingland</td></tr><tr><td>Burgh Castle</td><td>Lothingland</td></tr></table>	Name	Ward	St Clare Court	Bradwell South & Hopton	Watsons Close	Bradwell South & Hopton	Nursery Close, Belton	Lothingland	Burgh Castle	Lothingland				<p>definitive. In other cases 'site searches; should be initiated.</p> <p>Junior play normally involves adult accompaniment, and can therefore take place in a variety of environments with a carer present- integrating play into the street and landscape scene in novel ways should be explored. (See next action point)- a move away from the conventional formulaic types of provision that are so common.</p> <p>The junior provision identified for review is sometimes in locations where it provides the only recognised equipped provision for children between 0-8 years within a reasonable access (i.e. they are not in the catchment of other larger multi-age group sites). Therefore alternative provision may need to be made, but with the emphasis on making the most of existing elements of the landscape and streetscape.</p>	
Name	Ward																	
St Clare Court	Bradwell South & Hopton																	
Watsons Close	Bradwell South & Hopton																	
Nursery Close, Belton	Lothingland																	
Burgh Castle	Lothingland																	

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
			<p>Gorleston Cliffs, Marine Parade</p> <p>Louise Close</p> <p>Hertford Way</p> <p>Ryelands</p> <p>Oak Tree Close</p> <p>Sackville Close South</p> <p>Sharpe Way</p> <p>Seafields Drive</p> <p>Coronation Road</p> <p>Priory Gardens (Junior)</p> <p>East Anglian Way, East</p> <p>East Anglian Way, West</p> <p>Anchor Court</p> <p>Beatty Close</p> <p>On a synchronised basis provide or improve existing alternative provision in the general area of the above existing sites. The alternative opportunities should make use of street scene and natural features, which may also have a wider aesthetic/environmental function apart from just play.</p>	<p>Gorleston</p> <p>Nelson</p> <p>Magdalen</p> <p>East Flegg</p> <p>West Flegg</p> <p>Nelson</p> <p>Ormesby</p> <p>Bradwell South & Hopton</p> <p>Southtown & Cobholm</p> <p>St Andrews</p> <p>St Andrews</p> <p>St Andrews</p> <p>Southtown & Cobholm</p> <p>Yarmouth North</p>				

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources

Here are some examples of play environments that fit well into either the urban street scene, or the natural environment



Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
								
'Provide'/Enhance	Various	Play (general)	<p>Seek to involve young people (and the parents of young children) in a consultation process guiding the location and design of facilities.</p> <p>Nurture an emphasis on the use of landscaping and natural features to enhance the 'play experience'.</p> <p>Employ current guidance and thinking on the provision of play opportunities, such as from 'Play England'</p>	GYBC (planning); GYBC (leisure); GYBC Housing; representative groups			<p>It is important to involve users (and their carers) in the planning and design of new play opportunities so as to optimise scope for enjoyment, and respectful use.</p> <p>There are many sources of guidance on how to move away from the traditional 'formulaic' play designs to locally inspired and 'owned' initiatives. Play England should be the first port of call in this regard.</p>	GYBC staff; local residents and young people's groups

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Provide'	N.A.	Play (general)	Clarify demarcation of responsibilities and working relationships between various GYBC services.	GYBC	GYBC		The underlying Needs Assessment consultation has suggested some confusion within the Borough Council as to where the responsibilities for 'play' as a service are located. In reality, responsibility for play will be spread over a number of services. But, there does not appear currently to be a 'lead' officer.	
'Provide'/'Enhance'	Various	Walking/cycling/running	<p>Adopt the standards recommended in the 2013 draft Open Space Strategy covering amenity space and natural green space to provide new and enhance existing linear routes. These are reproduced in the Needs Assessment Report for Play, Leisure and non-Pitch Sports (Table 6.2 and 6.3)</p> <p>The application of these standards in a creative fashion could lead to a significant improvement in linear routes for walking, cycling, and riding.</p>	GYBC (planning)	GYBC (planning)	2015-2030	<p>There is great scope for the imaginative use of these standards. This is especially the case for amenity green space, which has traditionally been provided as small parcels within residential areas, that are ultimately of little practical value because of their small size.</p> <p>The application of these standards could help to achieve the below initiative.</p>	GYBC staff
			Develop a programme of (enhanced) provision to be implemented in the short/medium and longer term. Some of this could be initiated in conjunction with projects being promoted	GYBC (planning); Broads Authority; Norfolk County Council;	GYBC (Planning); Broads Authority	2015-2030	These could be the first steps in the long-term expansion of a local green routes network of substantial recreation and health benefit to local people. It will provide 'free to use' opportunities of a kind that will	Staff (GYBC, Broads Landscape Partnership); local residents' groups

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
			through the 'Broads Landscape Partnership'. (See under 'Joint Working').	GYBC (leisure); local groups			be attractive to the evolving population.	
'Provide'	Various	Walking	Trial a 'walking train' in a selected part of the urban area.	GYBC (Leisure); volunteers	GYBC	2015-2017	<p>This concept involves an increasingly long 'train' of walkers as it winds around a neighbourhood picking up (and eventually dropping off) walkers. The aim is to mix healthy physical activity with social interaction.</p> <p>It is based loosely on the 'walking school bus' scheme, and there is local interest in establishing a trial.</p>	GYBC staff; social enterprise/volunteers
'Provide'	Site to be determined.	Running	Facilitate a 'Parkrun' initiative in the north of the Great Yarmouth urban area.	GYBC	New volunteer	2016-2017	The voluntary run Parkrun based in Gorleston has proved to be very successful, and an extension of the scheme to help reach out to a wider catchment and demographic would be welcome.	GYBC staff; social enterprise/volunteers
'Protect'	Various	Allotments	Adopt the suggested standards for Allotments recommended in 2013 draft Open Space Strategy (reproduced in the Needs Assessment Report for Play, Leisure and non-Pitch Sports (Table 6.1)).	GYBC (planning)	GYBC (planning)	2015-16	These should be used as a guide for new provision, but also as a <i>minimum</i> standard of local provision.	GYBC staff

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Enhance'/'Provide'	Various, but including next to schools and on the margins of recreation land	Allotments	<p>Adopt a more imaginative approach to providing allotment space to exploit potential dual use and better use of marginal land.</p> <p>The following parts of the Borough lack easy access to allotment space, in particular, and searches for appropriate sites should be initiated in: Hopton; south east Gorleston (perhaps a managed access community garden/school garden at Cliff Park HS); north Caister (perhaps using the amenity space off Diana Way); Hemsby (perhaps small provision at the recreation ground or a managed access community garden/school garden at the primary school); and north Nelson ward.</p> <p>It will be difficult to create new sites from scratch in such areas, but better use of marginal recreation ground and other open space might be considered.</p>	GYBC (planning)	GYBC (planning)	2015-2030	The best prospect for achieving new and improved provision will be in association with major planned new development, and opportunities for new and improved allotments should be identified in conjunction with the allocation of housing sites in through the planning process. However, land on or next to schools, community centres and recreation grounds might yield the most potential.	GYBC staff
Joint Working								

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Provide'	The beach and its environs	Health related activities	<p>Rebrand part of the beach as a 'beach activity park.'</p> <p>Make more imaginative use of the beach and its hinterland for a range of health-related activities, especially with respect to concessions that the GYBC can grant to a range of commercial and social enterprises.</p> <p>Potentially invite interest and proposals for a 'Beach Activity Park' concession.</p>	GYBC (Leisure and Property Services)	GYBC (Leisure)	2015-2030	<p>The beach and its hinterland is the Borough's greatest recreational resource. It already hosts a large and diverse range of sports and leisure activities. However, there is untapped potential for activities to be hosted without detriment to other interests- both human and ecological.</p> <p>In particular the beach in proximity to the urban area and the traditional promenade offers scope for concessions to be granted by GYBC for activities with clear health and social objectives.</p> <p>Here are just some activities that might be considered as all-year round and which could use the beach and its environs both day and night (under floodlights):</p> <ul style="list-style-type: none"> • Beach Bootcamp • Beach futsal • Beach mountain biking • Buggyfit (keep fit for parents with prams) • Geocaching (treasure hunts using GPS) 	GYBC staff; social enterprises

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<ul style="list-style-type: none"> • Kiddy orienteering (using the sand dunes) • Kite flying • Mini land yachting • Open water swimming (and hire of dry suits) • Paddleboarding • Sea Kayaking • Slacklining (low-level tightrope walking) • Tchoukball (a sort of handball that can be played on a beach) • Touch rugby • Zip-wiring 	
'Provide'	Various GYBC buildings during 'low season', such as the bowls pavilion.	Education	<p>Make better use of buildings 'out of season'. Such as for hire-outs to education. For local 'away days' and school excursions.</p> <p>There may be potential to engage a social enterprise in this project</p>	GYBC; local schools	GYBC	2015-2020	<p>Buildings that are under-used could be exploited. For example buildings near the seafront could be used as venues for local school field trips, and the package could include:</p> <ul style="list-style-type: none"> • Packed lunches with healthy options • A tailored selection of activities to suit the groups needs • Reserved coach parking • Guided tours/walks 	GYBC staff; social enterprises

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<ul style="list-style-type: none"> Talks about coastal ecology and off-shore energy (for example) For trips of more than 1 day, block booking of local hotels to support local businesses in the off-season. 	
'Provide'	N.A.	Sports Development capacity	Integrate sports development capacity into new overall trust arrangements in respect of both indoor and outdoor functions.	GYBC/new trust mechanism	GYBC	2015-17	To provide a more unified and cohesive service (as well as possible economies of scale) it would be desirable to build into the proposed new overall trust for service a capacity for sports development. This would ensure that an important function is maintained and given proper recognition within the new arrangements.	GYBC staff; new trust
'Provide'/'Enhance'.	N.A.	Health related initiatives	Integrate outdoor sport provision and maintenance into new overall trust arrangements for the operation of indoor facilities.	GYBC/new trust mechanism/ GYBC services	GYBC	2015-17	The indoor sport and leisure provision is managed by a Trust. Pitch bookings and marketing services etc are delivered by the Council's Direct Services organisation (GYBS). If the Council's Trust were to develop in future (these discussions are currently taking place), taking on management of the overall leisure portfolio (indoor and	GYBC staff; new trust

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>outdoor) could be an option. In a relatively small authority having two organisations with a responsibility for leisure will inevitably mean duplication, and there may be potential for savings by bringing together all leisure elements (indoor and outdoor) under one contract and organisation. Joining up indoor and outdoor provision and services would also increase the capacity to drive participation. This should be pursued as part of the ongoing discussions regarding the future contracting arrangements of the indoor leisure provision.</p>	
'Provide'/'Enhance.	N.A.	Health related initiatives	<p>The Borough Council should pursue better links and integration with the external public health services to pursue the shared aims of getting local people more physically active.</p> <p>A starting point would be to arrange a regular forum with relevant agencies, and agree <u>a shared work programme</u>. That could be incorporated as an annex to this strategy and action plan.</p>	GYBC; Health East; Active Norfolk; East Coast Community Healthcare; Norfolk County Council; local GPs	GYBC	2015 (on-going)	<p>The potential for effective joint working is enormous. Health East's current physical activity projects include work within schools, workplace and local communities with community provider, East Coast Community Healthcare (ECCH).</p> <p>Public Health (Norfolk County Council) has contracted ECCH to provide adult provision; this includes community gyms, walking for health programme and exercise referral scheme.</p>	Staff (GYBC; health agencies)

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
			Local GPs should also be engaged and consulted in respect of their views on activities that they might support through prescription.				<p>There is a separate contract with ECCH for children & young people provision.</p> <p>Active Norfolk – is undertaking a Health Assessment project. Particular recommendations will focus on the need for physical activity assessments, and a coordinated approach to exercise referral.</p> <p>Active Norfolk has also led in the development and submission of the Mobile Me project funding bid, which has the aim of increasing levels of physical activity amongst 'at risk' groups.</p> <p>Currently, the Borough Council has good working relations with Active Norfolk, and relations with other groups will and should develop.</p> <p>There is also scope for dialogue and co-operation with local GPs.</p> <p>Close, practical working relations between GYBC and these other agencies will help in creating far more innovative</p>	

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							and tailored health improvement initiatives, than might be achieved by working in isolation.	
'Provide'	Various	Various	Better dialogue with schools and Norfolk County Council Education Services	GYBC (planning and leisure); local schools; Norfolk County Council (education)	GYBC	2015-2017	<p>Schools and education land have been highlighted in this strategy and underlying Needs Assessment as (potentially) important for local sport. However, the responsibilities for education have now been very much devolved to individual schools, with the County Council Education Service retaining strategic school planning and estate responsibilities. As a consequence the aspirations of the education sector are diverse and sometimes difficult to ascertain.</p> <p>This is unfortunate given the opportunities for sharing facilities and costs between education and wider community services.</p>	Staff (GYBC, county council, schools)

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>There are notable examples of education playing fields (or those public recreation grounds where there are dual use agreements covering school use) that are used only infrequently by schools. Wellesley, Beaconsfield, and St. Nicholas Recreation Grounds are cases in point.</p> <p>The important detail of these agreements are often obscure, but they could stymie better use of facilities and sites. For example. For example, a dual use agreement for St. Nicholas Recreation Ground is tied to the rental arrangements for Cobholm Recreation Ground.</p> <p>GYBC should initiate a systematic dialogue with local schools and Norfolk County (education) to better understand current and likely future needs, so that effort and investment is not duplicated, and the best use is made of public monies.</p>	

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
'Provide'/'Enhance'	Various, within the Broads Landscape	Walking, cycling, environmental education.	The delivery of Water, Mills and Marshes: the Broads Landscape Partnership. In particular in relation to pursuing Theme 2 of the project "Encouraging people out into the landscape; improving physical access to, and within the area 2A: Gateways to the Broads 2B: Going the extra mile 2C: Improving access"	GYBC; Broads Authority; various others	Broads Authority	2015-2020	<p>This project has been initiated by the Broads Authority, but has the support of a wide range of agencies and organisations.</p> <p>One of the key aims of the project is to encourage local people to explore the Broads further, and it could therefore be very good medium for promoting access and to and recreation by foot and bike in particular from the urban area and into the Broads environment. Specifically Theme 2B is relevant to residents in the urban area</p> <p>"Going the Extra Mile</p> <p><i>Encouraging people out into the landscape; improving physical access to, and within the area"</i></p> <p>The project has proposals for area-specific access improvement that could benefit local residents. The project also has a remit to encourage access and use by residents from disadvantaged sections of the community. (Using, for</p>	Staff (GYBC, Broads Landscape Partnership); developer contributions

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							example, discounted public transport charges).	
Volunteering/Social Enterprise								
'Enhance'/'Provide'	N.A.	Various	Work with local volunteer bureaus, social enterprise companies and governing bodies of sport to promote opportunities to volunteer in a variety of capacities- such as club secretaries, sports coaching, youth leadership.	GYBC (leisure), NGBs, Active Norfolk; Norfolk Volunteer Bureau	GYBC (leisure)	2015-2017	<p>The Needs Assessment consultation frequently highlighted that many sports (in particular) are suffering through lack of volunteers to help with the administration of activities and the running of clubs.</p> <p>Volunteers are the bedrock of local sport and recreation, and the lack of them is worrying, especially in respect of popular sports like football, where there seems to be a reluctance to take on these functions.</p> <p>If local sport and recreation is to thrive and prosper this issue must be addressed- especially in light of the public sector financial climate which undermines any assumptions about what the Borough Council in particular could and should provide through its (non-statutory) leisure services.</p> <p>The Borough Council has an ageing population. It also suffers</p>	Staff (GYBC); NGBs; volunteers; schools

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>from high levels of unemployment. In many ways this is problematic, but in others it presents opportunities. Older and retired people usually have time and experience- some have great ability to organise both people and resources, and a few have an entrepreneurial gift that is of huge value in the voluntary sector.</p> <p>Young people have energy and usually a willingness to learn. Volunteering offers opportunities for mentoring and inter-generational team work.</p> <p>It also provides fulfilling and rewarding opportunities for those who are out of work and looking to develop their life and vocational experience.</p>	
'Enhance'/'Provide'	N.A.		Promote NGB schemes such as Football Futures and VCricket through school citizenship syllabus as a means to encourage local volunteering.	GYBC; local schools; NGBs	NGBs	2015-2017	Volunteering is a great way for young people to increase their employment prospects- many young people understand this to be the case. The NGBs have volunteering schemes that provide a potential mechanism for increasing the ranks of volunteers helping to 'run sport'. 'Citizenship' is a core part of the school curriculum. If NGBs could	NGB staff

Theme	Site (Action)	Key Activities	Actions	Partners	Lead partner	Time-frame	Justification	Resources
							<p>promote their volunteering schemes through the various local citizenship curricula, it could be an effective way of boosting the local volunteer base.</p> <p>The above mentioned Broads Landscape Partnership is also keen to invest in the development of a volunteer base, and is already working with local schools in this regard.</p>	
'Enhance'/'Provide'	N.A.	Various	<p>Initiate a 'Local Hero' campaign showcasing the efforts of some of the communities most notable volunteer sports and recreation facilitators.</p> <p>The aim is not just to increase the numbers of volunteers, but, critically, to increase the numbers of volunteers with the training, skill and knowledge to assume a co-ordinating role in specific activity areas.</p>	GYBC (leisure)	GYBC (leisure)	2015-2017	<p>This campaign could run in conjunction with the preceeding action. There are many examples of local hard-working volunteers who are passionate about what they do and are inspiring. A Local Hero campaign involving various media may help to bolster interest in volunteering.</p>	GYBC staff

Implementation

- 7.4 Given the potential level of funding required to realise many of the above 'actions', it is likely that investment will only be achieved through a combination of opportunities and funding sources as well as partnership opportunities.
- 7.5 Local authority finances are currently under pressure and previous major national funding programmes are no longer available. Some funding opportunities, however, still remain; for example, individual school capital grants have replaced BSF and Sport England now has more clearly defined capital available through its Places People Play Legacy funding programme. While the education capital funding programmes will continue to change over time, there will still be a need for investment to take place on school sites during the Plan period and opportunities for joint projects may arise.
- 7.6 The Borough Council and its partners will seek to use assets innovatively and work on a multi-agency approach to address the facility requirements in the Strategy.
- 7.7 The main funding delivery mechanisms for the Borough Council and others in delivering the strategy are:
- Section 106 developer contributions and potentially the Community Infrastructure Levy
 - Capital Grant funding: From schools and national agencies such as Sport England, including its Iconic Facilities, Improvement Fund and Inspired Facilities programmes as well as Protection of Playing Fields Funds
 - National Governing Body (NGB) support
 - Council funding: capital funding allocated to deliver facilities within the council's ownership, and potentially the use of capital receipts from the sale of existing assets
 - Education and Further Education sector: while the previous sources of funding (including BSF and Primary Schools Programme) have changed and the scale of the education capital programmes have been reduced, the education sector is still likely to be a key funding stream.

Monitoring and Review

- 7.8 The evolving context of participation in sport and active recreation means that *monitoring and review of the strategy* is as important as the initial preparation of the document to ensure it remains sufficiently robust to fulfil the above roles.
- 7.9 The steering group are therefore committed to keeping the Plan alive through;
- Monitoring the delivery of the recommendations and actions and identifying any changes that are required to the priority afforded to each action
 - Recording changes in the facility stock in the Borough area and evaluating the impact of this on the supply and demand information
 - Assessing the impact of changes to participation, including changing trends and the development of new formats of sports as well as affiliation data for each of the National Governing Bodies of Sport

- Assessing the impact of demographic changes and new population estimates / housing growth
- Ongoing consultation to understand the evolving needs of clubs and governing bodies, and any requirements for major facilities in the area
- Analysis of funding sources and new funding opportunities for the provision/improvement of sports facilities
- Reviewing growth of emerging sports, their participation rates, facilities available for them and likely facilities necessary for their support and development.

7.10 The ongoing monitoring of the Strategy will be led by the Borough Council and it is anticipated that it will constitute;

- establishment of a working group that meets twice annually to review progress by all key partners on the strategy delivery and to discuss any issues arising; and
- a full annual steering group meeting, or individual annual meetings with National Governing Bodies of Sport to inform and discuss the annual progress summary and agree next steps.

7.11 The steering group will also be responsible for agreement of the requirement for a full update of the Needs Assessment and Strategy.

Appendix S1: Steering Group Meetings

The Steering Group met on the following dates:

30/4/14	Interview preparation
7/05/14	Consultant Interviews
21/5/14	Overview & Action Plan for project
5/6/14	Facilities Analysis
25/6/14	Workshop Debrief
27/8/14	Progress Report
19/11/14	Consultation Responses
98/01/15	Consultation report review
09/02/15	Initial Review of Draft Strategy Review
25/03/15	Further Review

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