



**CALDERDALE METROPOLITAN BOROUGH COUNCIL**

**BUILT FACILITIES STRATEGY**

**MAY 2017**

QUALITY, INTEGRITY, PROFESSIONALISM

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# CALDERDALE METROPOLITAN BOROUGH COUNCIL BUILT FACILITIES STRATEGY

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# CALDERDALE METROPOLITAN BOROUGH COUNCIL

## BUILT FACILITIES STRATEGY

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### INTRODUCTION

This is the Calderdale Metropolitan Borough Council (CMBC) Indoor Sports Facilities Strategy for the period 2017- 2027. The strategy recommendations are drawn from the Indoor Built Facilities Assessment Report, researched and prepared initially between November 2016 and February 2017 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). The Assessment Report and Strategy have been prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with Calderdale Metropolitan Borough Council (CMBC), Sport England, national governing bodies of sport, local sports clubs and key stakeholders.

Although Calderdale Metropolitan Borough Council has commissioned the study it is recognised that this is a strategy for sport across all sectors and as such the responsibility for delivering the strategy will rest with a wide range of partners, not just the Council.

Calderdale has an aspiration, and need, to consider its facilities planning particularly in the context of future housing growth needs; changing economic circumstances and the ageing demographic profile of the area.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop a more flexible, efficient and sustainable range of community based sport and leisure facilities that Calderdale requires. This will ensure residents have the opportunity to be physically active and healthier and where appropriate develop their sporting ambitions within their local community.

The consultant team is grateful to the project management and leadership of CMBC staff and the contribution from all other stakeholders to the development of this Strategy.

### National strategic context summary

#### ***'Sporting Future: A new strategy for an active nation'***

The Government published its strategy for sport in December 2015. This strategy confirms the recognition and understanding that sport makes a positive difference through broader means and that it will help the sector to deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development. In order to measure its success in producing outputs which accord with these aims it has also adopted a series of 23 performance indicators under nine key headings, as follows:

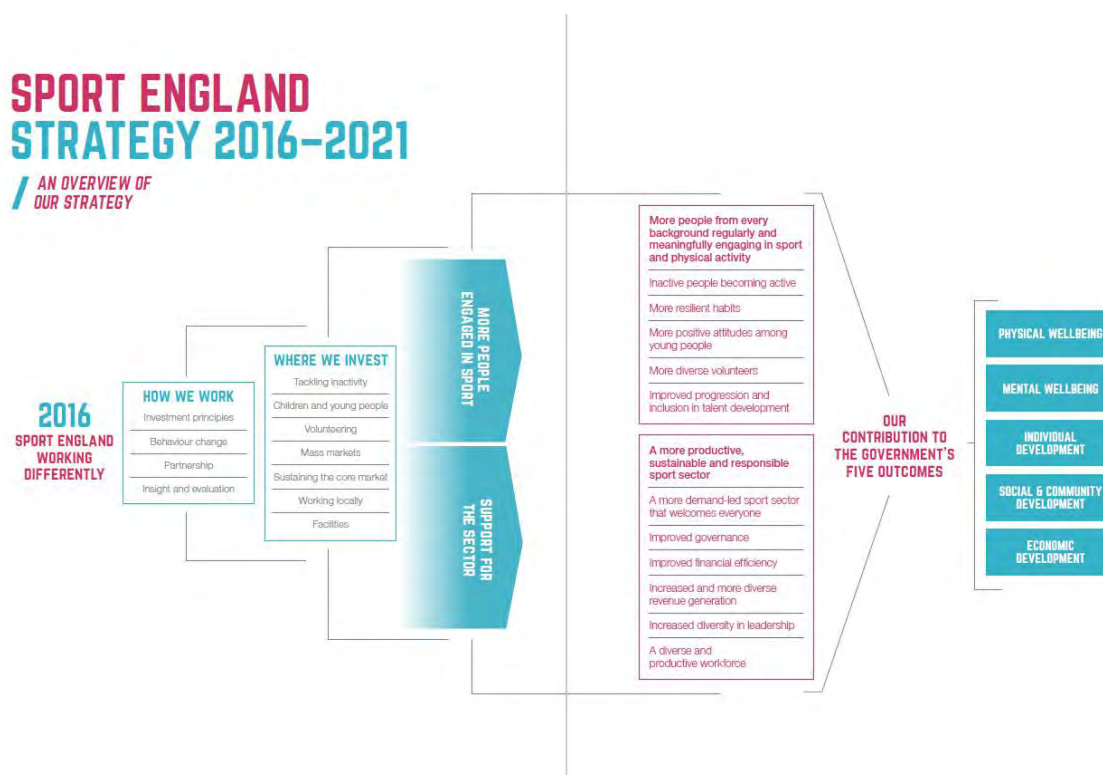
- ◀ More people taking part in sport and physical activity.
- ◀ More people volunteering in sport.
- ◀ More people experiencing live sport.
- ◀ Maximising international sporting success.
- ◀ Maximising domestic sporting success.
- ◀ Maximising the impact of Major Events.
- ◀ A more productive sport sector.
- ◀ A more financially and organisationally sustainable sport sector.
- ◀ A more responsible sport sector.

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## **Sport England: Towards an Active Nation**

Sport England's response to the Government's strategy was to develop Towards an Active Nation:

Figure 1 Sport England Strategy 2016-2021



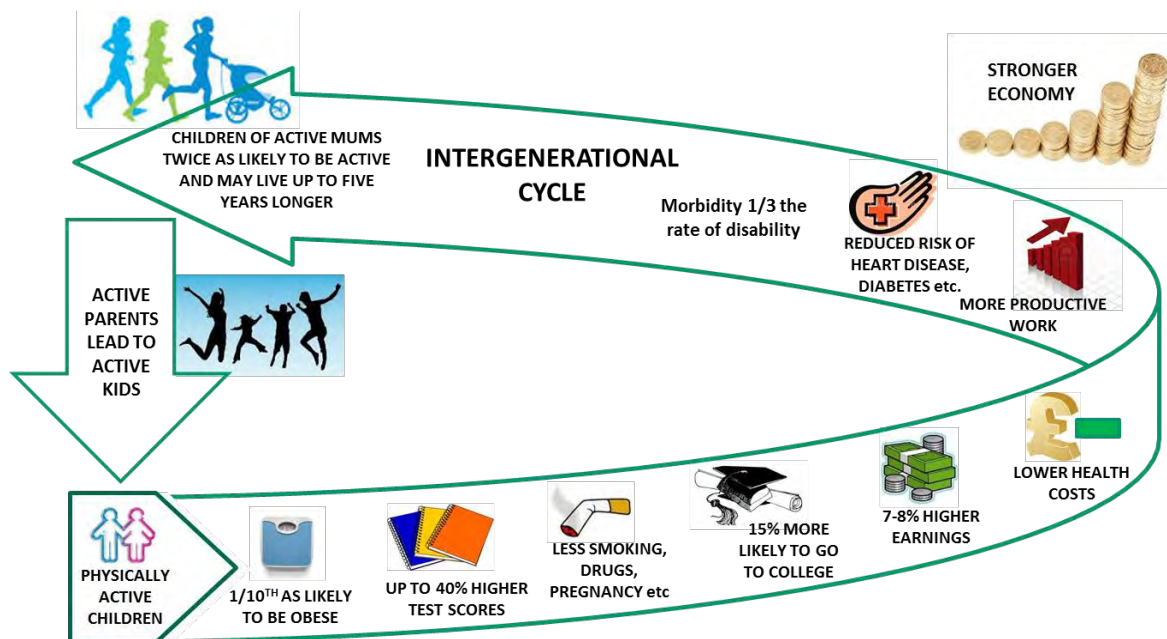
Sport England has identified that it will invest in:

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

It is clear that increasing participation in sport and physical activity and the health and wellbeing benefits that this delivers is the key driver for CMBC and its partners. This is particularly important in the context of getting the inactive to become active and ensuring that interventions are targeted at underrepresented groups. The wider benefits derived from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports field.

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Figure 2: Intergenerational cycle



Based on 'Designed to move' © Nike Inc.

It is clear that having high quality and appropriate 'places to play sport and be physically active' are an integral part of the mix that delivers health and wellbeing benefits as well as wider economic gains to Calderdale and as such should be viewed and valued within this context. It is also clear that this links into Sport England's new strategy 'Towards an Active Nation' which sets out the following vision:

*'We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers.'*

Sport England has identified that its highest priority for investment will be tackling inactivity. In addition to this it will continue to invest in facilities, but that there will be a focus on multi-sport and community hubs which bring together other services such as libraries and doctor's surgeries.

Therefore, high quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing among Calderdale's residents. However, it is not enough just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are tailored for specific target groups and that cost is not a barrier to access.

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## ABOUT CALDERDALE

Calderdale covers part of the South Pennines and is the southernmost part of the Yorkshire Dales (although is not part of the Yorkshire Dales National Park). The area takes its name from the River Calder whose upper part flows through the Borough. Halifax is the main town and commercial district in Calderdale containing numerous high street stores, markets, tourist attractions (e.g. Eureka!) and is host to other major local organisations, including the Council's administrative function and local further education college, Calderdale College.

Calderdale borders seven local authorities which are; Rossendale, Burnley, Pendle, Bradford, Kirklees, Oldham and Rochdale and is in part dissected by the M62 and several A roads.

### **Population and distribution**

The total population of Calderdale from the 2015 Mid-Year Estimates, was 208,402<sup>1</sup>. There is a lower proportion of 15-34 year olds in Calderdale (23.3%) compared to the rest of Yorkshire and Humber (27.5%) and a higher proportion of 45-74 year olds (37.7% compared to 33.3%). These residents are likely to be retired and time rich, with a need to be as physically active as possible in order to remain independent. As a combination of factors, it suggests careful consideration should be given to the development of sport and physical activity offers within the area.

*Figure 3: Population density (2015 MYE): Calderdale and surrounding districts*

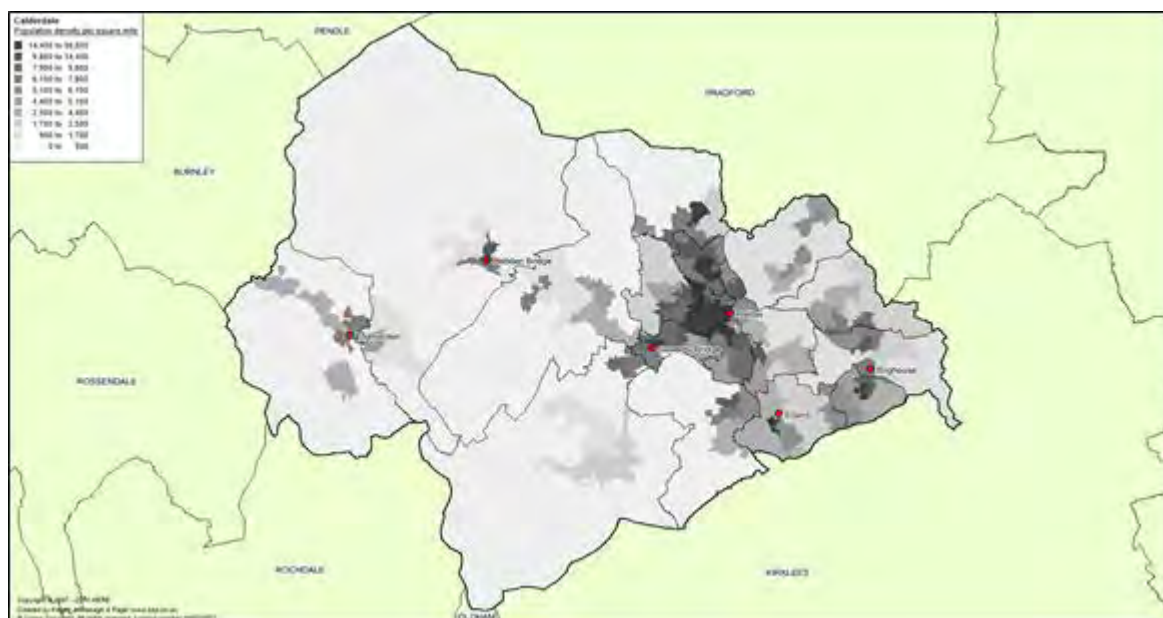


Figure 3 presents the distribution of population in Calderdale. It comprises of six towns; Halifax, Brighouse, Elland, Sowerby Bridge, Hebden Bridge and Todmorden with Halifax being the most densely populated. The population is at its most dense in the East of the Authority towards the border of Kirklees.

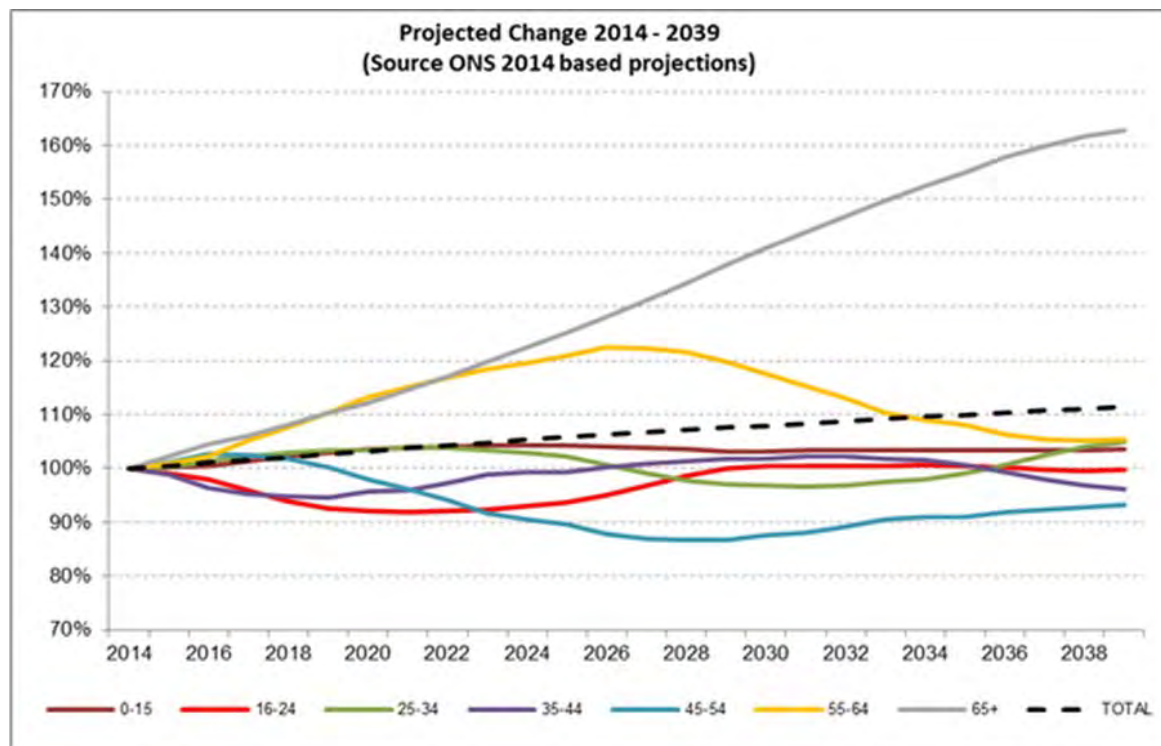
<sup>1</sup> Source: ONS 2015 Mid Year Estimate



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The predicted population change is significant in the context of the growth in those age groups which are time rich and able to access facilities during the day. The predicted changes are outlined in Figure 4.

Figure 4: Projected population change (2014 -2039)



## **Ethnicity** (data source: 2011 census of population, ONS)

The ethnic composition of Calderdale reflects that of England's as a whole: it is 89.7% White, 8.3% Asian and 1.4% Mixed. This compares to 85.4%, 7.8% and 2.3% nationally.

## **Deprivation** (data source: 2015 indices of deprivation)

35% of the population of Calderdale falls within the most deprived communities compared to 30% nationally; conversely, only 18.3% are within the three least deprived groups (nationally this is 30%).

Health problems appear to be more widespread throughout Calderdale's communities, when compared to national averages. The IoD<sup>2</sup> points towards higher health deprivation with 40% falling in the most deprived (three worst) cohorts based on health measures when a national equivalent would be 30%.

Unlike the overall measure of deprivation, however, only 11.5% of the population is in the best three cohorts for health. The higher incidence of health deprivation is most easily seen by comparing the lighter areas in figures 5 and 6.

<sup>2</sup> Index of Deprivation 2015 (Department for Communities & Local Government)



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Figure 5: Index of multiple deprivation

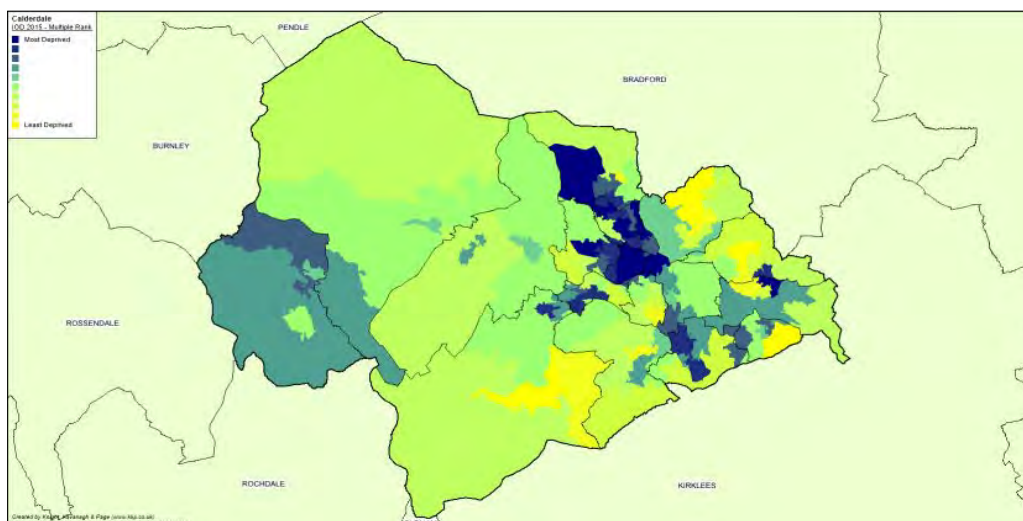
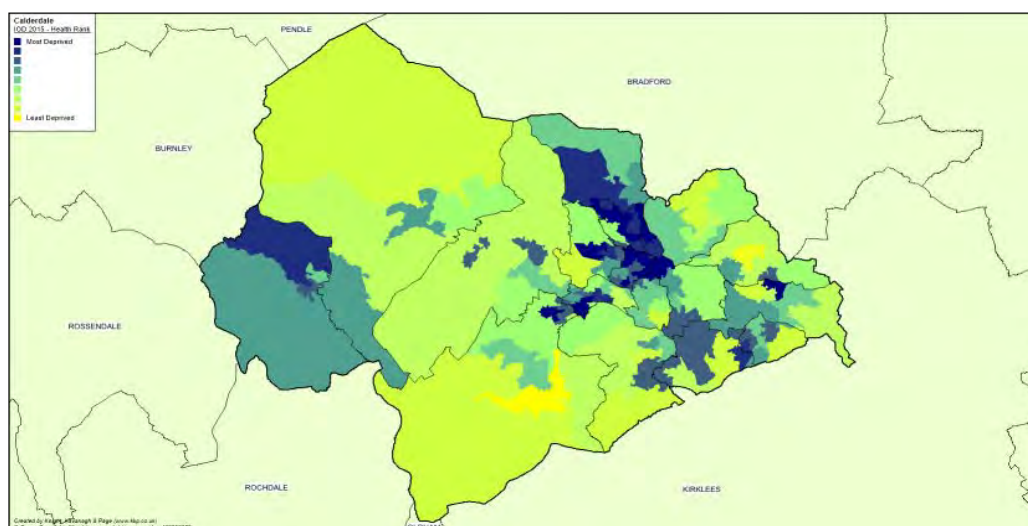


Figure 6: IMD Health domain



## **Obesity and physical inactivity**

Adult obesity (26.5%) is slightly above the national (24.0%) and level with regional averages. Child obesity rates (18.2%) are below both the regional (19.2%) and the national average (19.1%). Although figures are lower than both regional and national averages childhood obesity still remains an issue in Calderdale and should be regarded as a key priority for future strategic planning.

Avoidable ill health cost to the NHS in Calderdale (due to physical inactivity) is estimated to be £2.7m.

### **Activity levels**

#### *Active People Survey*

The Active People Survey (APS) October 2014 – 2015 collects data on the type, duration, frequency and intensity of adult participation by type of sport, recreation and cultural activity. Figures below refer to APS9. APS10 data is not currently available in sufficient detail to consider in this report. The survey also covers club membership, tuition as an instructor or coach, participation in competitive sport and overall satisfaction with local sports provision.

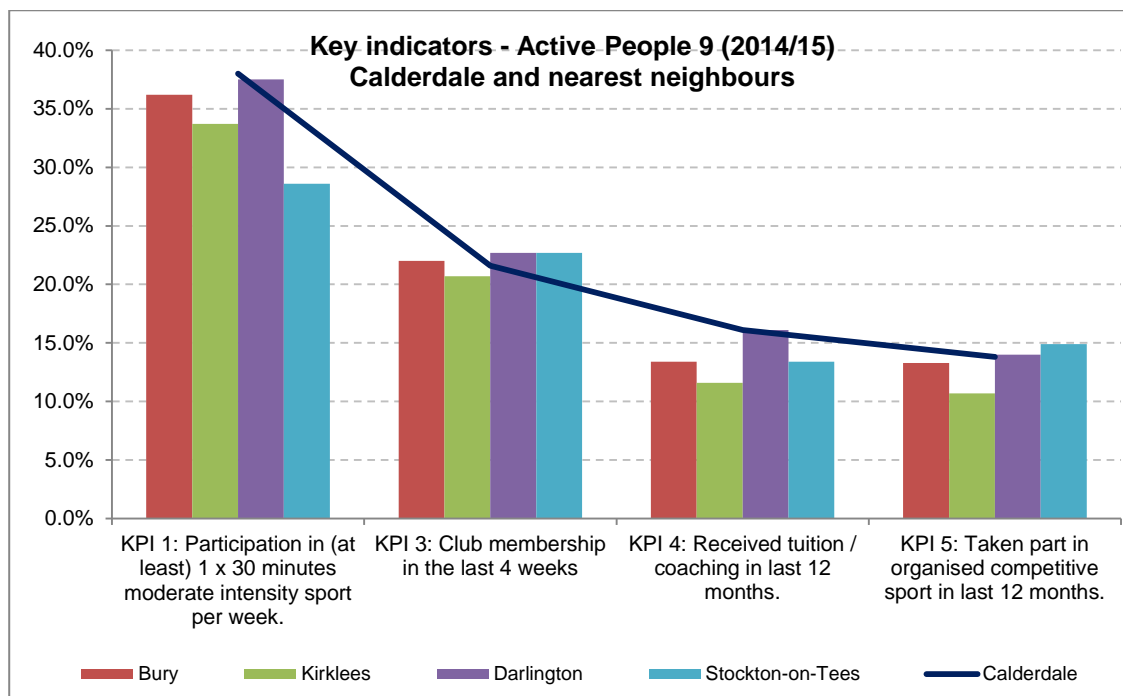
In respect of APS 9 for Calderdale. Key findings include:

- ◀ Participation; 38% of adults participated in at least 1 x 30 minutes moderate intensity sport per week. This was above the national (35.8%) and regional (34.1%) averages and above all of its 'nearest neighbours' which ranged from 28.6% to 37.5%.
- ◀ Sports club membership - just over 1 in 5 (21.6%) are members of a sports club, based on the four weeks prior to the APS. This is below the national average (21.8%) and above the regional rate (20.8%) and is below all but one of its 'nearest neighbours'.
- ◀ Sports tuition - just under 1 in 6 (16.1%) received sports tuition during the 12 months prior to the APS. This was above the regional and national averages. It is also above all but one of its 'nearest neighbours'.
- ◀ Competitive sport – under 1 in 7 (13.8%) adults had taken part in competitive sport in the previous 12 months, this was below all but two of Calderdale's 'nearest neighbours' but higher than the national average (13.3%) but below regional (14.0%) averages.

It is also useful to compare these key indicators to neighbouring authorities. This type of comparison has been developed to aid local authorities to compare and benchmark.

*Figure 7: Active Survey – Calderdale and nearest neighbours (2014/2015).*

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As can be seen in figure 7; Calderdale is comparatively competitive with all neighbouring authorities when measured against all KPI indicators with Calderdale only being surpassed by Stockton-on-Tees at KPI 5.

### RESEARCH FINDINGS

#### Sports Halls

In supply terms Calderdale is generally well provided for with 48 halls providing a total of 95 courts which are distributed relatively evenly across the district. North Bridge Leisure Centre provides the only eight-court hall in Calderdale which is strategically located in the centre of Halifax. CMBC directly manages its full leisure facilities portfolio in-house and as such has full control of the programming of strategic leisure facility sites. However, with only 14 badminton courts falling within the CMBC portfolio (all of which are of a below average quality) it has relatively little control over general access, availability and programming for overall demand in Calderdale. As such, there is a significant reliance on the education sector to deliver a large proportion of hall space in what is a mixed range quality offering.

However, it is worth noting that all education facilities provide good access to their sports facilities for the local community. Only two schools (Rishworth School and Sowerby Bridge High School) provide community access for less than 20 hours per week.

North Bridge Leisure Centre provides the only eight-court sports hall in Calderdale which is strategically located in the centre of Halifax. Consultation identified that the size of the sports hall enables a wide range of activities and events to be accommodated at the facility. This flexibility allows multiple user groups to be accommodated simultaneously whilst also providing a key venue in the town for sporting and non-sporting events such as antique fairs, election counts, high profiles events such as boxing and MMA and a wide range of school sports events. These could not be accommodated elsewhere within Calderdale as there is no-where which has the requisite size of hall.

As such, the eight court sports hall at North Bridge Leisure Centre is an essential facility within Calderdale's portfolio of sports facilities and a key asset to the CMBC. As an example, the facility has an extensive daytime programme of activities for residents aged 60+ and the current size and scale of the sports hall enables a wide range of activities (e.g. badminton, short tennis, walking football, short and long matt bowls, etc.) to be offered within this programme. A reduction in the size of sports hall would be detrimental to Calderdale as it would restrict the potential to host large profile events and it would reduce the programming potential of the facility.

Of the remaining sport halls in the Borough, it should be noted that all good and above average quality facilities are located on education sites. Calderdale College offers the only good quality sports hall in Calderdale and is situated in Halifax. In direct contrast, two sports halls in Hipperholme are poor quality these are located at Hipperholme & Lightcliffe School and Hipperholme Grammar School. The latter is utilised by Brighouse Badminton Club which reports that the venue is cramped and unable to concurrently run competitive and social badminton. The remaining two poor quality sports halls are located at Sowerby Bridge High School and Threeways Sports Centre.

Threeways Sports Centre is an important provider of sport & physical activity opportunities in Calderdale. Located to the north of Halifax, the charitable organisation provides a four-court sports hall which is community accessible for more than 40 hours per week. Due to be reopened in spring 2017 (which should improve its quality rating) after flood damage in 2016, there is an opportunity to work with the provider to develop a

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range of programmes to improve the sport and physical activity offer for residents in this area. Previously used as a secondary venue for Brighouse Badminton Club and Threeways Gymnastics Club (in addition to several martial arts clubs) there is a requirement to ensure that these organisations are catered for in the future.

Consultation identified that in general there is a good level of four court sports halls in Calderdale with many schools making their facilities available for 2- to 40 hours per week. This reflects the high level of demand from community clubs to access sports halls, particularly in respect of badminton, football, martial arts and netball.

Given the above, it may be possible to explore some joint co-ordination of programming with the various school and community providers; for example, limiting the amount of football played indoors in order that sports hall sports can flourish and grow. Additionally, there may be an opportunity to identify option for increased use of school sites. This should be accompanied by consideration of how quality issues may be addressed in the longer term. This will require some advocacy work on behalf of the council using resources such as Sport England's 'Use our School' toolkit.

As already highlighted, there is a strong reliance on the education sector to accommodate the vast majority of Calderdale demand. Through consultation with each provider it has been established that no community use agreements (CUA) are in place and as such schools allow community use of facilities as a consequence of internal policy and the desire to generate revenue, which can change dependent on the management philosophy of the school.

Sport England's Facilities Calculator (SFC). The Sports Facilities Calculator was created to assist local planning authorities to quantify additional demand for the key community sports facilities, it is generated by populations of new growth, development and regeneration areas. Whilst it can be used to estimate the facility needs for whole area populations, such as for the whole of the Calderdale area, there are dangers in how these figures are subsequently used. It should not be used for strategic gap analysis as it has no spatial dimension.

*Table 1: Calderdale SFC calculator (sports halls)*

	<b>Population 2014</b>	<b>Population estimate 2027</b>	<b>Population estimate 2039</b>
<b>ONS projections</b>	<b>207, 376</b>	<b>221,224</b>	<b>231,029</b>
<b>Population increase</b>	-	13,848	23, 653
<b>Facilities to meet additional demand</b>	-	0.96 halls (3.84 courts)	1.64 hall (6.56 courts)
<b>Potential cost</b>	-	£1,893,425	£3,234,054

The SFC predicts that, if population increases in line with ONS projections, there will be increased demand for four additional courts worth of sports hall space (0.96 Sports halls) by 2027 with a further three courts worth of space by 2039.

As previously noted, the SFC does not take into account certain factors and this headline conclusion should be treated with caution. It is clear however that whilst the current supply of sport hall provision in Calderdale is deemed adequate for the population, when considering future growth, it is apparent there will be a demand of one four court sports hall (rounded up from 3.84 courts) in the next ten years.

### ***Small halls, village halls & informal spaces***

Research such as that supporting 'Towards an Active Nation' emphasises the role that more informal spaces such as village halls and community spaces can play in engaging inactive groups, particularly older people. Whilst the consultation did not cover small indoor halls, there may already be some activity such as fitness classes, yoga and pilates taking place in localised town/village facilities. CMBC should explore further whether there is an opportunity to support these organisations to market such classes more widely. Similarly village halls are likely to be providing services for more rurally isolated communities and may have a need for improvements such as toilets, flooring & lighting that could be addressed through Sport England's Community Asset Fund.

### **Swimming Pools**

In respect of swimming provision, the CMBC stock has in recent years seen significant investment into new swimming pools located at both Brighouse Swimming Pool & Fitness Centre and Sowerby Bridge Swimming Pool & Fitness Centre. Prior to this, investment at Todmorden Sports Centre means that this facility is still rated as above average quality. The recent investment into pools at Brighouse and Sowerby Bridge not only accommodate demand from these areas, but Brighouse also picks up some demand from Kirklees and Bradford.

Halifax Swimming Pool, situated in the centre of Halifax and therefore the most densely populated area in Calderdale, is the Council's only poor quality swimming pool. Halifax Pool is rated poor quality as a consequence of its age, poor air circulation, outdated interior and poor quality changing facilities. The facility is beyond its anticipated life expectancy and the condition of its plant and machinery is poor and could fail at any time. Some of the diving facilities have been taken out of use due to their condition. In spite of this, the 'T' shape of the pool means that it is very flexible to programme and can accommodate a full range of aquatics programmes at the same time.

All three swimming clubs in Calderdale utilise Council managed facilities as training venues, with Halifax pool being the pool mainly used to accommodate club swimming. The flexibility of the Halifax pool design enables swimming lessons to be accommodated at the same time as public lane swimming. Although some of the diving facilities have been taken out of commission this does not negate the requirement for deep water. Halifax has a successful synchronised swimming club which hires water space for approximately nine sessions per week. Therefore, the need for flexible space and deep water still remains and as identified later there are opportunities to expand the diving offer aligned to the successful gymnastics provision within the area.

With Calderdale's ageing population also a key driver, there is a role for the in-house operator in designing a swimming related physical activity offer to accommodate the increasing needs of this segment of the population.

Elsewhere the remaining two swimming pools in Calderdale are situated at DW Sports Fitness (Halifax) and Rishworth School (Sowerby Bridge). DW Sports offers swimming as part of its commercial health and fitness membership and as such is not deemed adequate to accommodate either club use or flexible community use. Rishworth School offers restricted community use to its swimming pool with current use based on personal



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relationships between the user and school. The school previously offered more extensive community use but has since reduced this due to it describing the operation as not being viable for the School. Whilst these sites cannot be relied upon to deliver a broad programme of community use, it remains important that they are sustained in the long term to provide alternative options for Calderdale residents.

The FPM analysis identifies that, simplistically, the resident population of Calderdale generates demand for a minimum of 2,261 m<sup>2</sup> of water space. When comparing this against the current available supply, there is a deficit in water space of circa 680m<sup>2</sup>. Comparable to other areas, this is in part due to the relatively low number of commercial health and fitness providers with pools.

However, the ASA would wish Calderdale to provide a modest increase of water space in relation to the potential replacement of Halifax Swimming Pool but with a configuration providing greater flexibility of use and sustainability. Within this the ASA has identified the need to retain provision for diving and synchronised swimming as well as wider flexibility to deliver swimming lessons, club swimming and a wide range of swimming programmes.

Using Sport England's SFC calculator it was identified that if the population increases in line with ONS projections there will be increased demand for 2.8 additional lanes worth of swimming pool space by 2027 and a further 4.79 lanes of additional water space by 2039.

*Table 2: Calderdale SFC calculator (swimming pools)*

	Population 2014	Population estimate 2027	Population estimate 2039
<b>ONS projections</b>	<b>207, 376</b>	<b>221,224</b>	<b>231,029</b>
<b>Population increase</b>	-	13,848	23, 653
<b>Facilities to meet additional demand</b>	-	2.8 lanes or 0.7 pools	4.79 lanes or 1.2 pools
<b>Potential cost</b>		£2,311,987	£3,948,976

Calderdale currently has a deficit in water space, which will only increase as the population increases over the next 15-20 years. Therefore, there is a need to ensure that any opportunity to address this deficit in provision is taken and to ensure that the range of aquatics disciplines currently accommodated at the site

### Health and fitness

The assessment has identified that there are 18 health and fitness facilities which have 20 or more stations. Of these 18 health and fitness health suites, just one is identified as being good quality, this is the Pure Gym, located in the centre of Halifax. Due to the industrial heritage of Calderdale, and the availability of what was previously industrial spaces, many health and fitness facilities were located in former mill sites which consequently have poor accessibility and as such reduced overall quality scores.

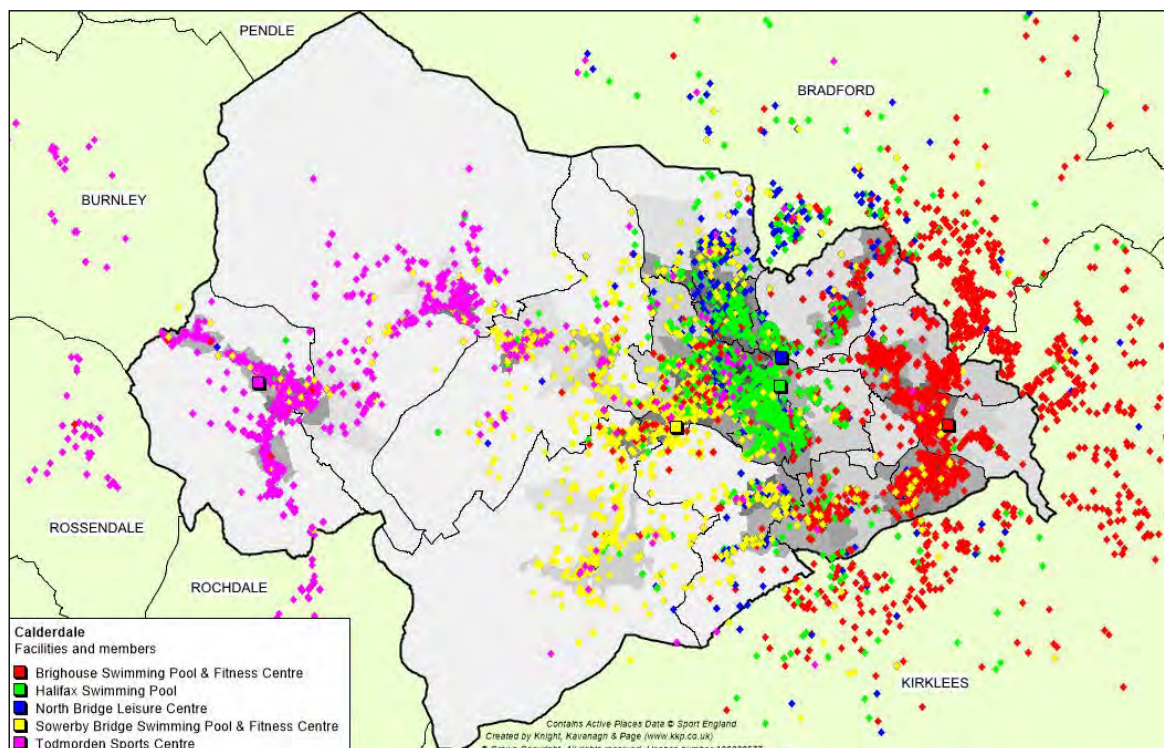
Of the Council operated facilities, the recently developed Brighouse and Sowerby Bridge Swimming Pool & Fitness Centres are recognised as being 'Above average'; this is due to them being relatively cramped and unable to accommodate the range of equipment which many health and fitness facilities now offer (i.e. extensive functional training areas). The



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health and fitness offer at Todmorden Sports Centre and North Bridge Leisure Centre sites are rated 'Below average' due to their relative size, scale and quality of the facility. The opportunity exists for the Council to make a significant impact on the quality of the health and fitness offer across the Borough. However, a key challenge is that the fitness facilities at Sowerby Bridge and Brighouse have minimal capacity to be increased.

Figure 8: Members by facility



Membership analysis from raw data on users from each CMBC leisure facility shows that in general, each facility serves the needs of its local population. However, there is some cross over of usage between the surrounding local authorities, particularly Kirklees and Bradford.

It is however clear that some facilities are not performing as well as others with regard to health and fitness membership. Clear examples of this include North Bridge Leisure Centre being in a high population density area, and having a poor health and fitness utilisation statistic in comparison to facilities such as Sowerby Bridge Leisure Centre or Brighouse Leisure Centre. This reflects the outdated, smaller sized facility in comparison to Brighouse and Sowerby Bridge. Similarly, Todmorden Sports Centre swimming pool is comparatively underutilised, mainly as a result of the population density in the area.

## Indoor Bowls

There is one dedicated purpose-built indoor bowls facility within Calderdale located at Halifax Bowls Club. The Club indicated that its membership has significantly increased in recent years due to the closure of Whitcliffe Mount Sports Centre in Kirklees. It anticipates that membership could continue to increase in the coming years. The site is not available for pay and play and as such requires full membership to access the facility.

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A pull out style bowls mat is available at North Bridge Leisure Centre; this receives some use but it is limited.

### **Squash**

There is a relatively poor spread of squash courts across Calderdale with the majority of courts located around the Halifax area. As such, residents to the west of Calderdale in towns such as Todmorden are unable to easily access squash provision. Of the squash court offering in Calderdale there is a total of 11 courts with two being glass backed. Three courts are identified as poor quality and these are located at Halifax Swimming Pool and North Bridge Leisure Centre. It is noted that the two courts situated at Halifax Pool are accessed through a studio at the site and as such users of the courts interrupt any studio sessions taking place. This in turn significantly reduces the attractiveness of the court facilities to potential users.

Therefore, within the context of the Council replacing both Halifax swimming pool and North Bridge leisure centre there is a need to address the potential loss of courts within this new facility.

### **Cycling**

There is one dedicated off road cycle circuit in Calderdale located next to Brooksbank School. The track is accessible within a 30-minute drive by 88.21% of the Calderdale population and is identified as being a well utilised facility. Pedal Sport Cycling Club are the main users and did not highlight any issues with the facility.

### **Indoor tennis**

There are three indoor tennis courts in Calderdale, courts are located at Queens Sports Club and Rastrick Tennis Club. Two courts at Queens Sports Club are below average quality whilst the indoor court at Rastrick Tennis Club is poor quality. Although no courts are considered to be above average or good quality, both providers are satisfied that the courts provided are fit for purpose and adequate for their respective needs.

### **Ski Slopes**

Halifax Ski Centre is the only dedicated ski slope facility in Calderdale. The facility underwent major refurbishment in 2000 and is considered to be a good facility servicing Calderdale and neighbouring authorities in Bradford and Kirklees. The facility serves 90% of Calderdale residents which are within a 30-minute drive time radius.

### **Athletics**

Springhall Athletics Track is the sole athletics track in Calderdale and serves residents in the Halifax area. England Athletics guidance states that for a running track to be sustainable it should be hosting at least 200 members. At present, Springhall Athletics Track is host to a range of clubs, but its main user is Halifax Harriers which currently has 250 senior members and 350 junior members and as such this means that the athletics track is an invaluable facility to Calderdale's athletic community.

### **Indoor climbing**

There are a range of climbing opportunities available to residents in Calderdale which vary in both quality and size. Rukt, located in Brighouse is identified as being the premier facility in the Borough and is continuing to grow in both popularity and reputation. It is expected to launch its outdoor climbing facility in spring 2017 which will consequently enable it to be considered a centre of excellence for elite climbers. CMBC has developed a good working relationship with Rukt and funds some activities at the facility.

### **Boxing/Martial Arts**

Both boxing and martial arts are considered to be well catered for in Calderdale. The picture for boxing is very much around privately managed, independent facilities which solely facilitate the sport of boxing. Similarly, martial arts is considered to be well catered for with all identified clubs accessing appropriate provision and therefore assumed to be adequately provided for. No issues for either boxing or martial arts was highlighted through consultation with key providers in Calderdale.

### **EMERGING OPPORTUNITIES:**

Calderdale has a number of emerging opportunities from which to facilitate the development of new and improved sport and physical activity facilities.

*Facility rationalisation and development:* it has been identified that Halifax Pool and North Bridge Leisure Centre are both beyond their anticipated life expectancy. Therefore, if both facilities are to be replaced it would make sense to combine them as a single wet and dry sports facility. This would not only improve the quality of the offer for residents in Halifax but it would deliver efficiencies in relation to staffing and operational efficiencies.

*New facilities:* North Halifax Grammar School will be opening a new four-court sports hall in September 2017. This presents an opportunity to work with the school and key stakeholders to ensure that there is a community use agreement in place and to also ensure that the programming reflects the need within this part of Calderdale. When taking into account the 2015 IBM Calderdale health report and its conclusions related to North Halifax there is a need to create sport and physical activity programmes and interventions to get residents more active and in turn improve the quality of life through regular exercise.

*Housing growth:* Calderdale has a requirement to create 17,651 additional homes over the next 15 years with Lower Valley (Brighouse, Elland, Greetland, Stainland, Hipperholme & Lightcliffe and Rastrick) expected to see the highest proportion of housing with over 5,000 homes expected to be created in this area. Therefore, as part of these urban extensions and increased population, there is scope to use planning gain funding (i.e. Section 106 or Community Infrastructure Levy) to develop additional and improved sport and physical activity facilities. The increased population will increase the demand for facilities, which also presents an opportunity to address current deficiencies in size and quality.

*Climbing:* ROKT is one of the north of England's elite climbing centres and is currently working in partnership with CMBC to develop an outdoor climbing facility which aims to attract elite climbers and thrill seekers into Calderdale. The outdoor wall has the potential to be considered as Yorkshire's centre of excellence for outdoor climbing and therefore an asset to Calderdale's wider sport and physical activity portfolio.

*Wider service integration:* CMBC has the same financial challenges as most other councils throughout the UK and will be seeking to minimise the number of buildings that it owns and manages. Therefore, the opportunity exists to integrate or co-locate services within a single venue. Services such as libraries, community police offices and community contact centres have successfully been integrated into leisure facilities throughout the country.

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### MODERN LEISURE CENTRE DEVELOPMENT

In order to provide Calderdale with a reference point of what other local authorities are developing in relation to their sports facilities networks; it is accurate to state that the majority are developing fewer, better quality facilities. Furthermore, many are looking to enhance their offer by developing a more 'commercial' range of facilities alongside a wider health and wellbeing service providers.

Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ◀ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ◀ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ◀ Co-located with other service providers which enhances working relationships across 'civic' partners and improves service delivery to the community.

The following table identifies the types of facilities and activity areas included within each and the wider benefits that this delivers for the community.

*Table 3: Modern leisure facility considerations*

<b>Core facilities</b>	<b>Additional activity areas</b>	<b>Co-located services</b>
<ul style="list-style-type: none"> <li>• 6 lane 25 metre pool</li> <li>• Teaching pool)</li> <li>• Sports hall (size depends on demand and programming)</li> <li>• 80 - 150 station fitness suite</li> <li>• 1x large group fitness studio</li> <li>• 1 x small group fitness studio</li> <li>• Catering hub</li> </ul>	<ul style="list-style-type: none"> <li>• Floodlit 3G pitch</li> <li>• 5-a-side pitches.</li> <li>• Soft play</li> <li>• Spa facilities</li> <li>• Youth play facility (e.g. clip n' climb, interactive activity zones.</li> <li>• High ropes</li> </ul>	<ul style="list-style-type: none"> <li>• Part of a school campus</li> <li>• Library</li> <li>• Health centre / GP surgery</li> <li>• Pharmacy</li> <li>• Police office</li> <li>• Council contact point</li> <li>• Meeting rooms</li> </ul>
<b>Benefits</b>	<b>Benefits</b>	<b>Benefits</b>
<p>Enables operators to provide services at minimal subsidy by:</p> <ul style="list-style-type: none"> <li>• Maximising income from health and fitness.</li> <li>• Maximising income from learn to swim.</li> <li>• Offering a range of community based activities.</li> </ul> <p>Enables operators to contribute to the wider physical activity and wellbeing agenda by:</p> <ul style="list-style-type: none"> <li>• Offering health based programmes within fitness suites &amp; swimming pools</li> <li>• Being a meeting point and social venue for outdoor physical activities.</li> </ul>	<p>Enables operators to maximise income to underpin the cost of the operation by:</p> <ul style="list-style-type: none"> <li>• Taking a more commercial approach to programming activity areas.</li> <li>• Capturing data on users (e.g. parents) and using this as a way of cross selling core services (e.g. learn to swim).</li> <li>• Providing a return on investment.</li> </ul>	<p>Creation of a community hub which enables operators to link with other services to contribute to wider physical activity and wellbeing agenda:</p> <ul style="list-style-type: none"> <li>• Offering a wider range of services under one roof.</li> <li>• Reaching residents who would not otherwise enter a sports facility.</li> <li>• Offering programmes and interventions for specific client groups with health and other partners.</li> <li>• Cross marketing and sharing of information to address local needs.</li> </ul>



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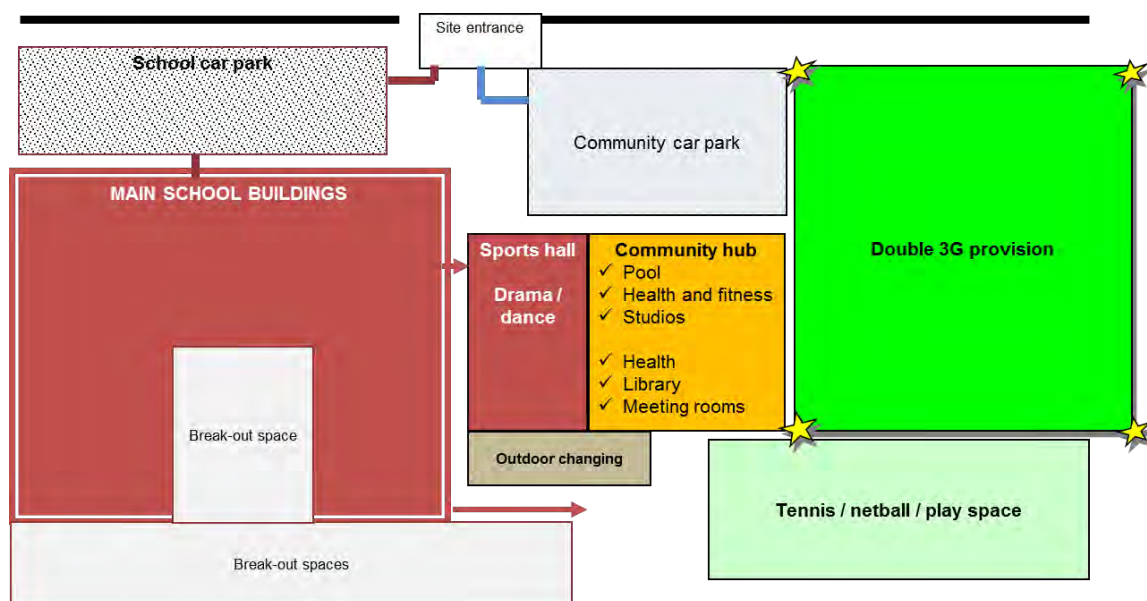
It is worth noting that Sport England is prioritising its investment into those facilities which are co-located or integrated with other services such as health, library, police, pre-school services, etc. This is on the basis that it has clear evidence that where sports facilities are co-located with other services they attract a greater number of people who would otherwise not use a leisure facility. That is, because a library is co-located with a sports facility some of its users will naturally gravitate to use the sports facilities (e.g. swimming pool) while others will be coerced into being physically active as a result of joint initiatives between services and peer pressure.

## **School based facilities**

Where facilities are developed as part of a wider school campus, consideration needs to be given to the layout, access arrangements and overall management of the site for the benefit of the school and community. The layout model below identifies the potential considerations within a co-located community hub on a school site. The main ethos behind this model is that alongside the core requirements for a school, the community hub can be expanded or contracted to meet the needs of the local community and partners.

Therefore, not all hubs will be the same, but the access arrangements for the school and community will be set out and agreed prior to development. As such, serious consideration needs to be given to the potential to develop such a model in Calderdale and maximise investment in community infrastructure as a result of housing growth and redevelopment of schools.

Figure 9: Co-located hub site model



The key features of the above model are as follows:

- ◆ School access is designed in such a way that it addresses safeguarding issues and facilitates community use of facilities when they are not required by the school, thus maximising community use and minimising the revenue burden.

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- ◀ The activity areas are designed and operated as community facilities, with the new secondary school and local primary schools booking access as required.
- ◀ The building will operate as a stand-alone community health and wellbeing centre, with the school elements incorporated within this to facilitate community access at evenings and weekends.
- ◀ The Library, meeting rooms and health facility will be operated by their specific service areas; but it would be expected that joint working would be implemented to offer combined services and interventions as appropriate (e.g. targeted health promotion activities, etc.).
- ◀ In general, these types of facilities are located on or adjacent to arterial routes with good public transport access, significant visibility and presence within the area and seek to maximise the to and from work/education market.

### **Funding to implement the strategy**

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; rather a mix of sources and solutions will be required to deliver the vision and ambitions of the strategy. These solutions will include:

- ◀ Further development and implementation of the Calderdale developer contributions process associated with the development of urban extensions (i.e. Community Infrastructure Levy and Section 106 contributions).
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

In general, the majority of new leisure centre developments have been undertaken on the basis of rationalising one or two existing facilities and developing a new larger, better quality facility which is more economical to operate. Furthermore, the new facility mix enables the operator to deliver revenue efficiencies (i.e. operate the facility at zero subsidy or better) which are often used to fund part or all of the capital repayment. A similar approach is undertaken for the refurbishment of existing facilities where increased income offsets the annualised cost of the refurbishment.

It is likely that a combination of the above approaches will be developed for the wide range of projects identified in Calderdale. This will require a robust approach to business planning to ensure that all investment is financially sound.

### *Sport England Strategic Facilities Fund*

In respect of capital funding for major sports facilities, Sport England has recently relaunched its Strategic Facilities Fund which is aligned to its new 2017-21 'Active Nation' strategy. Rather than being an open application process, applications are now solicited



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with funding awards of between £500,000 and £2,000,000. All projects will have usually been identified within a Local Authority Built Facility strategy.

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Within the assessment criteria, emphasis is placed on establishing the need and demand of 'what' the offer within any new facility might include, in order to then determine 'how' outcomes such as improved physical & mental well-being might be achieved. As with all investment linked to the Active Nation strategy, proposals will need to demonstrate how the investment will contribute to behavioural change in relation to sport & physical activity, specifically towards the KPI's of:

1. An increase in people undertaking sport & physical activity at least once per month.
2. A decrease in the percentage of local people who are physically inactive (measured through the Active Lives survey).

All projects are required to demonstrate a cross sector 'shared vision' of how they will contribute to local priorities which could mean how services such as health, social care and education may be integrated alongside leisure on the same site. Business planning should evidence how efficiencies can be achieved, possibly through wider facility rationalisation and also how the new facilities will be sustainable in the long term.

<https://www.sportengland.org/media/3686/strategic-facilities-prospectus.pdf>

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### VISION AND OBJECTIVES

This is Calderdale Metropolitan Borough Council's vision for sport and leisure provision in the area that builds on the conclusions identified in the Indoor Sport and Leisure Facilities Assessment Report. This Strategy sets the vision and objectives for Calderdale's physical infrastructure for the period 2017 to 2027. It considers all of the area's community sport and leisure assets required to ensure the Council and its partners have the infrastructure to meet the Active Calderdale vision to be the most active Borough in the North of England by 2021 and to deliver the following key objectives:

- ◀ To encourage all residents to be more physically active in any way they choose.
- ◀ To make it easy for our residents to make lifestyle choices that increase activity and improve health.
- ◀ To target inactive people and places to increase participation.
- ◀ To encourage and enable collaboration and co-creation of initiatives to empower communities.

#### **Calderdale's vision:**

*To create a network of high quality, accessible and sustainable sport and leisure facilities, which offer inclusive services for all; enabling the inactive to become active and more residents to fulfil their potential by participating in sport and physical activity, thus improving their long-term health and well-being.*

The strategic recommendations have been identified to deliver the above vision over the period 2017 – 2027. They provide strategic direction for Calderdale Metropolitan Borough Council, its partners and stakeholders which provide facilities and opportunities for residents to pursue sport and recreation as a means to engage in physical activity. The strategic objectives are as follows:

- ◀ Commit to replacing Halifax pool; with a facility mix that enables the continued delivery of all the key sports currently delivered at the facility (i.e. swimming, diving, and synchronised swimming) as well as addressing the current shortfall in swimming pool provision within the area.
- ◀ Commit to replacing or redeveloping North Bridge Leisure Centre and develop it into a wet and dry facility, thus maximising future efficiencies from the operation of the facility.
- ◀ Consider the potential to expand the health and fitness offer at both Brighouse and Sowerby Bridge.
- ◀ Continue to maintain key facilities to their current quality by ensuring sufficient funds are available to do so.
- ◀ Protect community access to key facilities (through community use agreements) where there is no agreement in place and there is the potential risk that facilities could fall out of community use.
- ◀ Ensure that the community uses of any new facilities developed are protected by community use agreements.
- ◀ Maximise the investment into existing and new sports facilities through the effective use of the Council's planning system, linked to strategic housing and population growth across the Borough.
- ◀ Ensure that the indoor and built provision required for the future also links to the findings within the Playing Pitch Strategy.

# CALDERDALE METROPOLITAN BOROUGH COUNCIL

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- ◀ The requirement of strategic programming of sports facilities to ensure that there is sufficient access for a range of key sports to enable them to grow and increase participation.

### Strategic recommendations

***Commit to replacing Halifax pool; with a facility mix that enables the continued delivery of all the key sports currently delivered at the facility (i.e. swimming, diving, and synchronised swimming) as well as addressing the current shortfall in swimming pool provision within the area.***

***Commit to replacing or redeveloping North Bridge Leisure Centre and develop it into a wet and dry facility, thus maximising future efficiencies from the operation of the facility.***

Research has identified that Halifax Swimming Pool is operating well beyond its anticipated life expectancy and is in need of replacement. It is the main indoor swimming facility serving Halifax and there is a need to replace it with a modern, fit for purpose facility. Similarly, North Bridge Leisure Centre, although still fully functional and adequate is in need of refurbishment to improve its overall quality as the site is beginning to show signs of age and wear.

The opportunity exists to develop a larger scale, strategically important, flagship sports facility to serve the needs of Halifax and the wider community. Therefore, there is scope to refurbish North Bridge Leisure Centre with a new facility mix which will enable it to incorporate the key facilities located at Halifax Swimming Pool. As such, this will enable a refurbished North Bridge Leisure Centre to be a modern day, high quality facility which will be able to accommodate all users from the current site and Halifax Pool site.

Alternative sites have also been identified for the potential new wet and dry facility. However, none of these provides sufficient space to deliver a facility and the necessary car parking provision required to meet the operational needs of the facility. Furthermore, the redirection of traffic flows around the city centre will mean that the North Bridge LC site is more prominent and will sit adjacent to an arterial route through the town as well as being close to the bus station.

The option to refurbish and extend North Bridge Leisure Centre should not only ensure consistency of swimming provision but should also be more efficient to operate as it delivers a modern and more efficient building, combines key staffing structures and will enable the Council to reduce its overall cost of operation.

Ideally the facility should include the following mix of indoor spaces and facilities:

- ◀ 8 lane 25-meter swimming pool
- ◀ 17 x 9m teaching/diving pool with a moveable floor and six diving platforms/boards
- ◀ Dry diving facility
- ◀ 100 - 150 station fitness suite
- ◀ 2 x group fitness studios
- ◀ 2x squash courts
- ◀ Dedicated spin studio
- ◀ 8 court sports hall

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- ◀ Meeting rooms
- ◀ Café with Wi-Fi
- ◀ High quality wet/dry changing facilities

The above mix enables CMBC to retain the level of sports hall provision within the facility which accommodates a wide range of activities such as 60+ groups, school sports festivals, sporting and non-sporting events. It also enables the Council to slightly increase the size of swimming pool water space in the area and to continue to accommodate the range of activities currently on offer across both facilities. The current configuration of the pool means that it is flexible and can accommodate a range of aquatic activities. The provision of a teaching pool with a moveable floor (to accommodate diving and synchronised swimming) ensures that this level of flexibility is retained within the new pool development.

The provision of the diving pool and dry diving facility enables the operator to develop a comprehensive diving programme which will strategically feed into the diving offer at the John Charles Centre for Sport in Leeds. It also enables the operator to maximise income from diving; this is on the basis that from a very early stage in a diver's development, they train for more than 50% of the time in a dry diving facility. The dry diving will also enable the operator to develop closer links with Diamonds Gymnastics Club to develop a pathway for gymnasts into diving. This link could also enhance the development of diving instructors in the Calderdale area.

The inclusion of two new good quality squash courts in the facility mix will mitigate the loss of the three poor quality courts across the two existing facilities. Two new good quality courts will provide a fresh, attractive offer to Calderdale residents and an opportunity to make squash a prominent activity within Halifax. Currently, courts at the current North Bridge Leisure Centre and Halifax Pool are underutilised and perceived as being borderline fit for purpose. As such, two good quality courts can be used as a platform to link in with local club Old Crossleyans as a potential performance pathway for residents.

The expansion of the size and scale of health and fitness facilities will enable CMBC to maximise income from fitness (i.e. to cross subsidise other activities) and to ensure that it has the flexibility of spaces to be able to adapt as new developments arise within this fast moving sector. It will also enable the service to deliver a wide range of 'family focused' activities which will ensure that it differentiates its offer from the budget gym market within Halifax.

In line with the current approach to modern leisure facilities and to reflect the strategic drivers of organisations such as Sport England, CMBC has considered the opportunities to co-locate community facilities (e.g. health, library, etc.) alongside the development of a new wet and dry sports facility. However, taking into account the current location of health partners (i.e. within a town centre commercial leisure offer) and the redevelopment of the town centre library these opportunities are not prevalent in Halifax. However, if the land and capital funds are available the Council could consider the opportunity to develop a more 'commercial' offer within the facility (e.g. soft play) which could improve the overall revenue position of the facility.

In summary, the development of a new wet and dry facility in Halifax presents a key opportunity for the Council to address some of the current shortfall in swimming pool

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provision across Calderdale. It also presents an opportunity to improve the quality of delivery across a number of aquatic disciplines. It is clear that there is a need for an eight court sports hall in the area, especially given the range of programmes the existing facility accommodates. Finally, the key underpinning of the new facility will be a significantly expanded health and fitness offer which needs to be of the requisite size and scale to accommodate increased membership and to be flexible enough to accommodate changes in the market.

### *Affordability*

It is appreciated that the above facility mix will need to be tested in relation to its feasibility and affordability. With regards feasibility this will include the 'fit' of the facility mix and associated infrastructure (i.e. parking) on one or more sites. The affordability of the facility mix will need to be considered in relation to both capital and revenue projections.

It is recognised that the capital cost associated with the diving facility will be a key challenge for the authority and it is anticipated that further work and consultation will need to be undertaken with stakeholders (specifically the ASA) in order to test the feasibility and affordability of providing the facility. The strategic need for diving has been identified by the ASA in relation to the wider sub-region and to develop future talent for the performance diving facility in Leeds. Therefore, the Council's willingness to be part of this wider network will also need to be tested within a wider feasibility assessment.

### ***Consider the potential to expand the health and fitness offer at both Brighouse and Sowerby Bridge.***

Although it is apparent that the health and fitness offer at both Brighouse and Sowerby Bridge are of an above average quality, it is clear that they cannot comfortably accommodate the peak time demand placed on them. In an attempt to accommodate more members, more equipment has been added to the facilities, including functional training equipment. The audit identified that although both facilities are of a general good quality they are both identified as being cramped in an attempt to accommodate more users and as such this has a detrimental effect on user experience.

Ideally, if both facilities could be expanded, this would enable the Council to increase the size and scale of the fitness suites and to accommodate a significant functional training area which has become a key part of the health and fitness offer in commercial gyms.

However, in reality, there may be minimal opportunity to expand the existing facilities given their location and design. Therefore, the Council will need to consider new ways of developing improved facilities to accommodate demand for health and fitness, especially increased demand from new housing growth.

Consultation identified that a key area of housing growth will be in and around the Brighouse area of Calderdale. It is anticipated that this will generate demand for a new high school in the area. Therefore, the Council will need to consider the opportunity to develop increased sports facilities to serve the Brighouse area. Ideally the school sports facilities will be available for community use, but this also presents an opportunity to provide an enhanced health and fitness offer for the area which will complement that at the swimming pool. In order to maximise the health and fitness

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facility's relevance it should be available throughout the full day and not be subject to restricted times due to the school. The facility will also provide a financial underpinning to the community use of other sports facilities at the school.

***Continue to maintain key facilities to their current quality by ensuring sufficient funds are available to do so.***

Given the current condition of Halifax Pool and North Bridge SC it is clear that the Council needs to set aside sufficient funds from which it can sufficiently maintain its leisure facility stock. The Council has recently invested in two new swimming pools and fitness centres at Sowerby Bridge and Brighouse and is planning to invest in a new combined wet and dry sports facility in Halifax. Unless the Council identifies sufficient funds to appropriately maintain the facilities and to ensure that they are refreshed at regular intervals (e.g. replacement health and fitness equipment, regular painting programme, changing room refurbishments, etc.) they will begin to show their age and customers will choose alternative provision or activities, thus impacting on the financial viability of the facilities.

In summary, each centre requires sufficient funding which will allow it to maintain its current quality standard and allow it to reinvest when required in order to compete with the commercial offers available in Calderdale.

***Protect community access to key facilities (through community use agreements) where there is no agreement in place and there is the potential risk that facilities could fall out of community use.***

***Ensure that the community uses of any new facilities developed are protected by community use agreements.***

Calderdale relies significantly on the education sector in to provide sports hall provision for the community. As such, it is of significant importance that schools are encouraged to sign up to a community use agreement in order to protect use for the future.

No schools in Calderdale have been identified as having a signed community use agreement, therefore their availability cannot be guaranteed and can be altered based on the needs of the school or the personal perspective of the Head Teacher and school governors. Therefore, there is a need for Leisure and Education to work in partnership to get as many schools as possible to sign up to a community use agreement and work with them to achieve maximum possible availability and use.

A key example of the potential impact of not having a signed community use agreement is the recent decision by Rishworth School to stop allowing community access to its swimming pool. The school reversed its decision in April 2016 to allow the pool to be utilised by the community but does however still allow it to be utilised by two small sized, independent swimming classes based on personal relationships.

Given that almost 45% of school sports halls are either below average or poor quality, it is likely that there will be some form of investment in them in order that they meet the educational requirements of pupils. Therefore, where schools do receive investment in order to improve the quality of their sports facilities, this should be tied to them signing up to a community use agreement. This should apply for refurbishment and replacement of sports facilities as well as the development of new schools.



***Maximise the investment into existing and new sports facilities through the effective use of the Council's planning system, linked to strategic housing and population growth across the Borough.***

There is reasonably significant housing growth planned in Calderdale which is likely to create additional demand for sports facilities. In this regard, local plan policies should protect existing facilities to safeguard their long-term use for the community; this should encompass strategically significant facilities as well as access to school sports facilities. Guidance should form the basis for negotiation with developers to secure contributions to develop new provision and/or the enhancement of existing indoor and built facilities.

Section 106 contributions or CIL (the Community Infrastructure Levy) should be used to improve the quality and scope of existing indoor and built facilities to enable increased capacity and use to be accommodated, enhancing the Council's ability to increase participation at relevant centres. Consideration should also be given to applying such funds to improve the quality of school sports facilities, where they enhance and extend the community use of schools.

Key examples of where planning gain from strategic housing developments could be invested include:

- ◀ The redevelopment of Halifax Pool and North Bridge SC to create a new combined wet and dry sports facility for the Halifax area.
- ◀ The potential aspiration of Mytholmroyd Community Centre to develop a community use swimming pool in the Hebden area.
- ◀ The potential development of a sports hall at Calder School which currently accesses provision at Mytholmroyd Community Centre to fulfil its GCSE PE syllabus.

In summary, there is a need for Leisure to liaise closely with Planning to ensure that consideration is given to the sport and leisure needs within and adjacent to new housing developments across the Borough.

***Ensure that the indoor and built provision required for the future also links to the findings within the Playing Pitch Strategy.***

Work to ensure that any new indoor and build facility provision links to the recently completed Playing Pitch Strategy (PPS). For example, in Table 2 it is identified that there is a current shortfall of six full size 3G pitches in Calderdale. Given that the FA's primary focus for investment in 3G pitches is on school sites this presents an opportunity to link the operation of both indoor and outdoor facilities for community use.

The Council and key partners should work towards a facility mix which can work to incorporate shortfalls identified in the Playing Pitch Strategy in a dual approach to satisfy demand from Calderdale residents.

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Table 2: Calderdale PPS headline findings

Sport	Analysis area	Current picture	Future demand (2039) <sup>3</sup>
Football	Calderdale	Current demand is being met	Shortfall of 3 youth 11v11 match equivalent sessions
3G AGPs	Calderdale	Shortfall of six full size 3G pitches based on FA training model (Please note that this figure differs from the figures for moving mini/youth match play to 3G).	Shortfall of six full size 3G pitches; pitch/s will require resurface and FA testing
Cricket	Calderdale	Current demand is being met although overplay is evident, particularly in Lower Valley analysis area.	Future demand can be met although overplay is evident
Rugby league	Calderdale	Current demand is being met although overplay amounts to 19 match equivalent sessions.	There is a future requirement for an increase in floodlit pitches
Rugby union	Calderdale	Current demand is being met although overplay amounts to 19 match equivalent sessions.	Requirement for an additional minimum of 4 match equivalent sessions
Hockey	Calderdale	Current demand is being met	Future demand can be met although pitches will require resurfacing
Tennis	Calderdale	Current demand is being met	Future demand can be met
Bowls	Calderdale	Current demand is being met	Future demand can be met

***The strategic programming of sports facilities to ensure that there is sufficient access for a range of key sports to enable them to grow and increase participation.***

In order for Calderdale's resources to be maximised and for as many residents as possible to benefit from as wide a range of physical activity opportunities, there is a need for some degree of coordination of physical resources. Within this context there is a need to ensure that the programming of facilities reflects the needs of key sport and physical activity organisations and that individual facility programmes are complementary to the wider objectives rather than facilities competing for the same market. This will enable key sports to grow and increase their participation numbers as well as identifying opportunities for facilities to deliver key physical activity interventions in partnership with key stakeholders such as Health.

<sup>3</sup> Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

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Therefore, it is vital that the Council works closely with key partners (e.g. schools, community organisations/facilities, sports clubs and NGB's) to understand the demand for activities from both residents and sport clubs and to develop well-structured and robust programmes in each key facility which reflect the wider programming aspirations across the Borough.

# CALDERDALE METROPOLITAN BOROUGH COUNCIL

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### PRIORITIES AND ACTION PLAN

The following action plan provides an overview of the priorities in Calderdale and a framework for officers and members to work within in order to deliver a network of built sports facilities that contribute to meeting the wider needs of Calderdale's residents and assisting the Council to meet Active Calderdale's vision to be the most active Borough in the North of England by 2021 and to deliver the following key objectives:

- ◀ To encourage all residents to be more physically active in any way they choose.
- ◀ To make it easy for our residents to make lifestyle choices that increase activity and improve health.
- ◀ To target inactive people and places to increase participation.
- ◀ To encourage and enable collaboration and co-creation of initiatives to empower communities.

Importance order	Recommendation	Action	Responsibility	Likely cost
High	Commit to replacing Halifax pool; with a facility mix that addresses the current shortfall in provision and enables the continued delivery of key sports currently accommodated (i.e. swimming, diving, and synchronised swimming) and also creating a modern, fit for purpose health and fitness offer which can compete with the increasing private sector offer in the area.	<ul style="list-style-type: none"> <li>◀ Agree the facility mix identified within this strategy and liaise with Sport England's Capital team to determine the opportunities for grant funding.</li> <li>◀ Undertake a financial feasibility study to determine if the suggested facility mix is financially sustainable and viable in the longer term (i.e. capital cost, revenue performance, ability of the Council to prudentially borrow).</li> <li>◀ Liaise with Sport England and relevant NGBs to support the development of the proposed facility mix.</li> </ul>	Calderdale Council Sport England Design consultants	Circa £12m to £15m
	Commit to replacing or redeveloping North Bridge Leisure Centre and develop it into a combined wet and dry facility, thus maximising future efficiencies from the operation of the facility.	<ul style="list-style-type: none"> <li>◀ Identify political support and funding to deliver the project.</li> <li>◀ Identify how the new facility development (at North Bridge SC) will impact upon existing programmes and activities at the facility.</li> </ul>		

## CALDERDALE METROPOLITAN BOROUGH COUNCIL BUILT FACILITIES STRATEGY

Importance order	Recommendation	Action	Responsibility	Likely cost
Low	Consider the potential to expand the health and fitness offer in both Brighouse and Sowerby Bridge.	<ul style="list-style-type: none"> <li>◀ Undertake a technical and business feasibility study to determine if each of the existing facilities can be extended to accommodate an expanded health and fitness and group fitness offer. This should not only increase the number of fitness stations but also expand the functional training area.</li> <li>◀ If neither facility can be suitably extended then the Council should consider developing additional community health and fitness facilities within any new high school development to be delivered as a result of the Brighouse urban extension. This facility should be fully community accessible and complement activities currently delivered at Brighouse Pool and Fitness Centre.</li> </ul>	Calderdale Council Design consultants	Circa £250k to £400k
High	Continue to maintain key facilities to their current quality by ensuring sufficient funds are available to do so.	<ul style="list-style-type: none"> <li>◀ Ensure that sufficient funding is available to maintain the fabric of the buildings and plant and machinery, replace key equipment which affects the income generation of the facility (e.g. health and fitness) and refreshes the offer for customers.</li> </ul>	Calderdale Council	Circa £250k to £400k Annual capital fund
High	<p>Protect community access to key facilities (through community use agreements) where there is no agreement in place and there is the potential risk that facilities could fall out of community use.</p> <p>Ensure that the community uses of any new facilities developed are protected by community use agreements.</p>	<ul style="list-style-type: none"> <li>◀ Work with current sport providers (particularly at school sites) to enter into signed community use agreements to protect the future availability of each centre.</li> <li>◀ Work with CMBC Planning and Education Departments, schools and academy trusts to ensure that community use agreements are a key condition of any future planning permission or Council funding to refurbish or redevelop school sports provision.</li> <li>◀ Advise sites on the formalities of key holder</li> </ul>	Calderdale Council Schools/Academies	No cost

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		<p>access or site management.</p> <ul style="list-style-type: none"> <li>Work with schools to identify the potential of accommodating community access throughout the school day as well as in the evenings and at weekends.</li> </ul>		
Medium	Maximise the investment into existing and new sports facilities through the effective use of the Council's planning system, linked to strategic housing and population growth across the Borough.	<ul style="list-style-type: none"> <li>To undertake further analysis at current facilities to determine joint impact of population increases, particularly around the major growth areas.</li> <li>Use planning policies to assist all parties to identify developments that could be funded through CIL/Section 106 and other sources of funding.</li> </ul>	Calderdale Council	No cost
High	Ensure that the indoor and built provision required for the future also links to the findings within the Playing Pitch Strategy.	<ul style="list-style-type: none"> <li>Work to utilise the findings of the Playing Pitch Strategy and attempt to reduce identified shortfalls where possible when creating new indoor provision or refurbishing current provision.</li> <li>Where possible, link the community use operations of indoor and 3G pitch operations on school sites.</li> </ul>	Calderdale Council NGB's	No cost
Low	Strategically plan the programming of sports facilities to ensure that there is sufficient access for a range of key sports to enable them to grow and increase participation.	<ul style="list-style-type: none"> <li>Work with schools and community organisations/facilities to develop community wide programming aspirations and to identify the opportunities at a local level for facilities to be programmed differently in order to meet these wider aspirations.</li> </ul>	Calderdale Council NGBs CSP	No cost