

# Assessing the Potential of Delivering Additional Sports Halls/ Pools Capacity Through Management Change

A Report for

East Staffordshire Borough Council

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# 1: The Project Brief Summarised

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## The Project Brief Summarised

- 1.1 East Staffordshire Borough Council is preparing a replacement local plan and has now reached pre-submission stage. It is envisaged that the Plan will go before the Secretary of State's Planning Inspectorate during the late summer or autumn of 2014.
- 1.2 The Pre-Submission Local Plan 2013, was published in October 2013 and sets out a full suite of policies and proposals in line with the National Planning Policy Framework (NPPF) including policies covering sport and recreation. Strategic Policies SP32 and SP33 relate specifically to sports and open space provision. SP32 sets out local standards for outdoor sports provision across East Staffordshire and criteria for open space are also set out. This policy also reiterates the NPPF in that it states that the Council will resist the loss of open space, outdoor sports and recreation unless an assessment has been undertaken which clearly shows that the open space, buildings or land to be surplus to requirements.
- 1.3 Policy SP33 stops short of specifically allocating sites for pools and sports halls but states that the Council '*will work with partners to increase the supply of available sports hall and pool capacity to offset demand on those facilities that are already or assessed as being at capacity by 2031*'. SP33 also states that '*the Council will monitor the level of provision and overall capacity of indoor sports facilities to ensure there remains sufficient capacity throughout the Borough that is accessible to all. Opportunities for additional provision of indoor sports facilities, including pools, will be encouraged either as a standalone facility or as part of another use. Additional provision should be located to avoid over-provision of one particular use in one location.*'
- 1.4 In spring 2014, East Staffordshire BC reviewed the evidence basis available for the strategic planning of sports halls and swimming pools around the Borough as part of preparations to take the draft Local Plan before in the summer.
- 1.5 The Borough is part way through a period of substantial housing growth which will impact significantly upon the populations of Burton-on-Trent, Uttoxeter and to a lesser extent some of the villages.
- 1.6 The Authority had previously undertaken, in 2009, a PPG17 assessment which included outdoor sport and recreation. This was developed into an Outdoor Sport Delivery and Investment Plan in 2013. A similar exercise had not been undertaken for indoor sport.
- 1.7 For sports halls and swimming pools, work undertaken previously had principally revolved around Facilities Planning Model Assessments conducted in conjunction with Sport England in the autumn of 2013. These assessments have a robust, nationally recognised methodology for considering the level of facility provision in relation to likely demand. The Model allows analysis into the future by alteration of population levels.
- 1.8 Analysis can be undertaken at a variety of spatial levels. At a County or Regional scale of analysis, it is more likely that any supply side errors will counteract one another. Where the focus is on a single local authority area, the modelling becomes increasingly dependent upon accurate supply side data. Some of the data fields which are most critical include: dimensions of the facility / choosing which facilities include, age of facility, opening hours, definitions of community use and form of management.
- 1.9 The Modelling undertaken in autumn of 2013 focused upon the current supply network of facilities, their current opening hours and form of management as recorded in Sport England's Active Places database.

- 1.10 Indoor sports provision is provided by both public and private sectors. Clearly the most accessible (in terms of availability during the day and cost) are the public leisure centres of Meadowside and Shobnall in Burton upon Trent and Uttoxeter Leisure Centre. These facilities are already well used and the FPM identified that Meadowside LC was operating above Sport England's recommended 'comfort' standard for both pools and sports halls. Meadowside itself, built in 1980 was extensively modernised in 2010 and has improved its qualitative 'offer' and Uttoxeter Leisure Centre is undergoing a refurbishment in 2014. However, despite these facilities having been part of a programme of modernisation, these facilities will be old by 2031.
- 1.11 Other 'public' buildings offer more restricted access as they are school facilities available for use outside the school day. These facilities are operated by the individual schools rather than the Local Education Authority, and increasingly Academies. It was acknowledged that the authority and Sport England had limited detailed information on what is happening in relation to community use of sports halls and swimming pools on school sites.
- 1.12 The task of this project has been to visit secondary schools of all types, state and independent, throughout the Borough and those close to the Borough boundary, in order to determine what is happening on the ground. This can then be compared to outputs which are being predicted by the Facilities Planning Model (FPM). There has been two parts to this process.
- 1.13 Firstly we were tasked with auditing what is physically in place in terms of sports hall and swimming pool provision for the sites included within the brief. We have also looked to see any evidence of additional facilities not currently included in the FPM that could potentially contribute additional capacity to the pool and hall supply for East Staffordshire.
- 1.14 Secondly, where possible, we conducted intensive interviews with key personnel at each school site to understand what community use is happening currently, and what agreements, if any, are in place to secure this community use. This study seeks to;
- determine to what extent community use on each site is secure, or whether access for them community can in the event of local changes in key personnel or policy priorities;
  - review both existing and additional facility providers' ability and desire to contribute additional pool and hall capacity by increasing opening hours or changing their form of management; and
  - test the achievements of and capacity for making better use of existing facilities – will their management allow for and absorb growth in demand?
- 1.15 The report also makes recommendations on how and where facility supply might be improved in future in order to match expected demands resulting from the changing population profile and increase in numbers.

## 2: Data Collection and Interviews Conducted

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### Data Collection and Interviews

- 2.1 In order to gain access to each secondary school included within the brief, we drafted letters explaining the nature of the project. These went out under the signature of the East Staffordshire BC's Head of Regulatory Services on 14<sup>th</sup> April 2014.
- 2.2 Unfortunately they arrived when the State schools were on Easter break. This meant that it was not possible to gain a response from most until after staff had returned. In the interim, we were able to make some progress with two of the independent schools and The JCB Academy in Rocester which has different terms to most state sector schools.
- 2.3 Following the letters, we telephoned each school to arrange an appointment to view what exists in the way of sports hall and swimming pool provision, including measuring and photographing this where it could be done without infringing child safeguarding protocols. After the audit visit, either on the same day, or via a second visit, we interviewed a key provider to discuss issues listed in Section 1.10.
- 2.4 The most significant aspect of this experience was that it took, on average, ten to fifteen telephone calls with each school to make the arrangements. A great deal of time was spent negotiating telephone decision trees. At several schools, no one spoken to could track down the letter explaining the project sent by East Staffordshire BC. Gatekeepers such as switchboard staff and administrative staff were not always able to refer us to the correct person within the School to speak to. When we had identified this, the relevant staff were seldom available for the first few attempts at contact. Once such barriers were overcome, we found a high level of co-operation at most schools.
- 2.5 The relevance of these challenges is not the difficulties which this posed for naa as consultants. However, any prospective community user, individual, group or club in East Staffordshire, looking to use a sports hall or swimming pool on a school site will have to navigate a similar minefield to make even the first step towards participation. This is an immense barrier which very few prospective users are likely to overcome. It has very significant implications for satisfying demand, even via a club or community group booking. It is likely to have resulted in levels of frustrated demand – although the brief for, and scope of this study has not enabled measurement of actual latent or unsatisfied demand for sports halls and swimming pools in the Borough.
- 2.6 In addition to visiting the agreed secondary Schools within the Borough, we also conducted audits at the following facilities in neighbouring authorities. The visits to the South Derbyshire facilities followed a telephone interview with the Head of Community and Planning Services for the District.
  - Abbotsholme School – near Rocester (Derbyshire Dales)
  - Etwall Leisure Centre / John Port School (South Derbyshire)
  - Green Bank Leisure Centre (South Derbyshire)
  - Pingle School (South Derbyshire)
- 2.7 To date we have been unable to gain access to Abbot's Bromley School. We were advised that our request would be put before the Estates Committee in mid May and we would be advised if the School would co-operate. Nothing further has been heard from the School. With the agreement of our client officer this has not been pursued further. There are very brief notes later in this report recording what we have been able to glean from the internet about the sports hall and swimming pool at this site.

- 2.8 Abbot's Bromley is a rural area close to the western boundary of the Borough. The Facilities Planning Model projected annual throughputs of 8,552 for the sports hall and 10,662 for the sports hall at Abbot's Bromley School. These are modest figures. The location means that some of this modest FPM demand would have been drawn from the neighbouring local authority areas of Stafford and Lichfield rather than within in East Staffordshire. Therefore our inability to assess the Abbot's Bromley site has had very limited impact on the analysis and does not compromise the FPM findings.
- 2.9 Audits have also been conducted at Meadowside Leisure Centre and Shobnall Leisure Complex. In addition we have conducted interviews with four officers from East Staffordshire Borough Council which included discussions about the ongoing redevelopment of Uttoxeter Leisure Centre.
- 2.10 Early in the process we contacted the Director of the County Sports Partnership, Sport across Staffordshire and Stoke on Trent (SASSOT). At the end of the process we then had an extended interview with him to contextualise the findings which were emerging.
- 2.11 As the findings seemed to be indicating some issues with badminton, which is a critical sport for sports hall usage, we also conducted a meeting with the Chair of East Staffordshire Badminton Development Group.
- 2.12 At three of the schools where we believe that future options might include very different and more intensive management, we also met with the headteacher: De Ferrers Academy, Thomas Alleyne's High School Uttoxeter and John Taylor High School, Barton-under-Needwood.

## 3: Facilities Planning Model

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### Facilities Planning Model 2013 Reports revisited

- 3.1 The Sport England Facility Planning Model (FPM) is the industry benchmark standard for undertaking needs assessment for sports halls. It is compliant with meeting the requirements for needs assessment as set out in paragraphs 73 – 74 of the National Planning Policy Framework. This part of the Report revisits the Technical Specification adopted for the sports halls and swimming pool runs in East Staffordshire in 2013.
- 3.2 For the purposes of this Study, we have focused our comparisons on the Current Runs done for sports halls and swimming pools in 2013. It is difficult enough to obtain robust actual data for the current period with which to compare the FPM findings. Clearly it is impossible to do this at present for 2031 which were considered in the second Runs of the 2013 FPM study.
- 3.3 **Overall assessment from Run 1 – Sports Halls**

The key finding from the 2013 run 1 assessment is that the supply of sports halls can meet the East Staffordshire demand, with unmet demand very low at just 2 badminton courts. Virtually all of this unmet demand is locational and is demand located outside the walking catchment area of a sports hall.

This very positive picture is tempered by the estimate that 2 venues, Meadowside Leisure Centre and Shobnall Leisure Complex are operating at 100% of their capacity, whilst Uttoxeter Leisure Centre is at 93% of capacity used. This is because these centres are more modern, provide full public access at peak times and provide a full range of sports programmes, whilst other venues have less hours available for public use at peak times.

So in 2013 provision of sports halls, their location and demand for them are not the issues. It is the imbalance between access to sports halls at peak times leading to over use at several centres and under use at others which is the most important issue. Addressing this issue is about management and provision interventions to increase access to the overall sports hall supply and create a more balanced level of use across all centres.

### 3.4 Overall assessment from Run 1 Swimming Pools

The run 1 assessment identifies the single biggest issue is the distribution of swimming pool demand across the 8 swimming pool sites in East Staffordshire. There is enough overall swimming pool capacity to absorb the total demand for swimming from East Staffordshire residents in 2013. It is the ownership/management and varying hours of public access to the swimming pool sites in the weekly peak period that is creating an imbalance in the level of use at individual pools.

This imbalance is causing the public swimming pools to be very full and the school/commercial pools to have considerable unused capacity at peak times. To repeat, overall across East Staffordshire there is enough swimming pool capacity in 2013 to meet demand. Some swimming pools will attract more users if there is more population within the catchment area of one particular pool when compared with another.

The key issue that emerges in 2013 is whether swimming pool demand can be distributed across more pools so the used capacity of each pool is more evenly spread, whilst the full range of swimming activities is still provided?

The opportunity to address this issue is that 25% of the total water space in East Staffordshire is not available for public use at peak times because it is located in commercial pools. The challenge / realism is can this swimming pool supply be accessed so as to increase the pool capacity available for the public at peak times?

If not, then the issue is how can the demand for swimming within the catchment area of the main public swimming pools at Meadowside Leisure Centre and Uttoxeter Leisure Centre be met, whilst also reducing the use at these pools?

- 3.5 A part of this Study is to revisit these conclusions to see whether the data upon which they are founded is robust.
- 3.6 Sport England utilizes standard demand figures for the Facilities Planning Model. These are derived from thorough research and analysis, with the samples drawn from areas of good supply. These national figures may not reflect participation rates in an area as small as a single local authority.
- 3.7 The Active People Surveys give indications of participation rates for England as a whole and also for individual local authorities. These figures are robust for England as a whole, but the statistical confidence levels fall with the smaller sample sizes of each local authority. For individual sports, only those with the very largest participation rates have reliable Active People data at the local authority level.
- 3.8 Swimming has Active People data at East Staffordshire level but none of the sports which use sports halls have sample sizes large enough to cross check East Staffordshire's FPM figures with actual throughputs.



**SWIMMING IN EAST STAFFORDSHIRE COMPARED TO ENGLAND**  
**One x 30 minutes per week sport indicator**

Swimming participation Active People Surveys	APS1 (Oct 2005-Oct 2006)	APS2 (Oct 2007-Oct 2008)	APS3 (Oct 2008-Oct 2009)	APS4 (Oct 2009-Oct 2010)	APS5 (Oct 2010 - Oct 2011)	APS6 (Oct 2011 - Oct 2012)	APS6 Q3 to APS7 Q2 Rolling 12 months
England	8.04%	7.83%	7.57%	7.50%	6.62%	6.81%	6.65%
East Staffs	9.28%	7.29%	5.95%	7.56%	Data not available	Data not available	6.53%

- 3.9 The table above indicates very little difference between swimming in England compared to East Staffordshire. Active People 1 has East Staffs with a somewhat higher participation rate and Active People 3 somewhat lower, but given the sample sizes in the Borough for the sport of swimming these are not really significant. The two results available for East Staffordshire since 2009 suggest a fairly close correspondence of national to local participation rates for swimming.
- 3.10 In the absence of any more robust single sport participation data at the local level, Sport England was justified in using their usual demand participation rates for the both swimming pools and sports halls for the 2013 FPM runs.
- 3.11 The supply side of the Technical Specification is somewhat different. Sport England uses the Active Places database as the source of supply side data for running FPM assessments, including local ones. The veracity of this data is important if the FPM results are to be robust at the local level.
- 3.12 The Active Places database is a huge enterprise and a high proportion of its data is accurate. Sport England does not conduct site visits for Active Places and the data provided is therefore subject to a degree of local interpretation. However, some of the data fields which are vital for the FPM, particularly for a local assessment, are difficult to collect, particularly where a site is owned and managed by an agency whose primary purpose is not the delivery of sport and recreation.
- 3.13 Data fields which we have attempted to improve as part of this study include:
- dimensions of activity space / pool tank – length, width, depth, clear height;
  - age of facility including age of most recent refurbishment – this is used as the sole proxy of quality by the FPM model;
  - opening hours in the peak and off peak periods;
  - type of access available to the community; and
  - type of ownership.
- 3.14 One fact applies to all schools visited, state and independent, across East Staffordshire. None of them keeps records of throughputs. Most of them take club / community group bookings and have little idea of how many people then actually use the facility through that booking. Other than figures supplied by East Staffordshire Borough Council for their own facilities, there is no way of comparing FPM throughputs with what is actually occurring on the ground.
- 3.15 The following sections synthesize some of the key findings from each site visited together with information from some of the additional interviews conducted which were not site specific.

3.16 These have been divided into four Sections:

- Borough owned and managed sites in Burton;
- school sites in and around Burton (including John Taylor High School, Barton);
- sites in and around Uttoxeter (including Uttoxeter LC, Thomas Alleyne's High School Uttoxeter, Abbotsholme School, Denstone College, The JCB Academy Rocester and the limited information on Abbots Bromley); and
- sites in South Derbyshire (Etwall, Green Bank and Pingle School).

3.17 The four sections which follow mostly focus on what is happening now. They appear in shortened form in the main text with more detail in Appendices A - D. Later in the report we will consider some options for the future.

## 4: Borough owned sites in Burton

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### **Meadowside Leisure Centre**

#### **Location and External Appearance**

- 4.1 Owned and managed by the Borough Council, Meadowside Leisure Centre is on the edge of Burton's town centre where it meets the flood plain of the River Trent.
- 4.2 At present the site does not have much residential housing in the immediate vicinity. However this will change during the plan period with the development of Bargates and the two Molson Coors sites which will bring an additional 650 homes within walking distance. This will improve a site which is currently good to very good.
- 4.3 Meadowside LC is the logical first choice for those who want a public swimming experience in the Town of Burton. Some of the challenges faced by the site are the ability to serve communities on the east side of the River Trent, bearing in mind that the two road bridges often suffer significant traffic congestion.
- 4.4 For both the sports halls and the swimming tanks the actual throughputs seem to be significantly less than those predicted by the Model. The reasons for this are not obvious. Part of the issue may be that a facility at 100% capacity, which the Facilities Planning Model is predicting for Meadowside LC currently, is very full indeed. In actuality, some users may have found the facility sufficiently busy that they have chosen not to come. Related to this issue may be the explanation that the age of one of the un-refurbished activity spaces, the main sports hall, may be acting as a disincentive to some degree even though the rest of the building looks really good.

#### **Shobnall Leisure Complex**

- 4.5 Shobnall LC started as an outdoor sports venue and still has extensive natural turf pitches. During the 1980s an artificial turf pitch was added. This is now derelict but subject to a proposal for reconstruction. This is the subject of a joint bid by Burton Hockey Club and East Staffordshire BC to the Sport England improvement Fund with the majority of the contribution from the Borough.
- 4.6 The athletics track and a second synthetic turf pitch were added in 1992. There are six tarmac tennis courts three of them double marked for netball, a freeplay outdoor basketball court also with tennis markings, a crown bowling green, skateboard facility, and an extensive equipped children's play area.
- 4.7 The sports hall was a joint venture with Burton and South Derbyshire College opened in 2002. It has modern good quality changing facilities which are compromised somewhat by overuse. The outdoor changing facilities are antiquated and unsatisfactory, leading users to want to use the indoor changing facilities if permitted, causing potential problems of over-crowding. This may be addressed by the proposal for the new synthetic pitch which includes additional changing for outdoor use.
- 4.8 Like Meadowside, Shobnall Leisure Complex is well placed to serve some of the most deprived wards in the Town. Some of the transport network barriers (A38 and canal), plus extensive natural turf pitches around the sports hall complex, mean that fewer users are likely to walk to this sports hall, especially after dark.
- 4.9 Like Meadowside, Shobnall LC is also well placed to serve some of the new housing. Although not quite as close as the Bargates development will be to Meadowside LC, the northern end of the largest new housing site, Branston Locks (2,580 homes) will be close to Shobnall Leisure Complex. Because of the transport barrier of the A38(T), residents of the northern part of Branston Locks will use the B5017, Shobnall Road, as their most direct access into Burton-on-Trent. This means they will pass the entrance to the site of Shobnall

Leisure Complex going to and from Town. This should enhance usage of the Shobnall LC site.

- 4.10 Within the Shobnall LC site, the sports hall building is really well located as one enters and forms an obvious focal reception point for anyone arriving for the first time. The curved roof and modern entrance hall and desk, are quintessentially a dry sports facility from the millennium which continues to appear attractive to customers twelve years later.
- 4.11 The authority's figures for throughput at this sports hall are for just over 36,000 annual visits. The FPM is indicating a theoretical figure of 65,800. Actual is 55% of theoretical. This is marked a disparity and the reasons for it are unclear. As at Meadowside LC, the Facilities Planning Model has Shobnall Leisure Complex at 100% capacity, which few facilities ever achieve in reality, as users find them too crowded before this level is reached.
- 4.12 The Manager believes that competition from school halls is one issue whilst another may be much lower prices charged at many sports hall in Derbyshire. We have been unable to verify the latter, as few Derbyshire halls were included in our brief. Once again, as at Meadowside LC, it does beg the question, if fewer than anticipated sports hall users are coming to Shobnall Leisure Complex, where are they travelling to participate?
- 4.13 Both of the two public leisure centres serving Burton on Trent are well positioned to serve not only the present population but also significant parts of those who will be living in the new housing. This has been partly reflected in the Facilities Planning Modelling by the allocations of 100% capacity usage once the new housing is built.
- 4.14 These issues are addressed more fully in Appendix A.

## 5: School Sites In & Around Burton

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### School Sites in and around Burton

Sites in this section are considered in more detail in Appendix B

#### De Ferrers Academy

- 5.1 De Ferrers is a former local authority high school which became an academy in November 2010. It is based upon twin campuses which are separated by Rolleston Road. The lower school is based at the westerly of these, called Dove Campus. The seniors are to the east at Trent Campus.
- 5.2 The Academy is massively oversubscribed. Currently there are almost 2,000 on roll and the School expects to reach 2,200 in 2015.
- 5.3 De Ferrers is within walking distance of the two proposed housing developments Tutbury Road / Harehedge Lane (500 houses) and Beamhill (950 houses). However the Academy is under no obligation to take children from these new estates if they are already oversubscribed.

#### Conclusions

- 5.4 De Ferrers currently has the most intensive sports community use programme on a school site in East Staffordshire. Whilst this is not a fully-fledged community leisure centre, it is moving strongly in that direction. As such, it is a beacon of what can be achieved. For this reason, a fuller account has been provided in Appendix B of this report than will be undertaken for some of the other school sites where sports community use is much more modest.
- 5.5 Marketing of the site for community sport is fairly modest. To a significant extent this is controlled by the budget which is dependent upon income. There does seem the potential to improve market penetration of those living within a mile of the site, and particularly those within half a mile who can walk to it. This could be achieved with the current management arrangements and facility stock. Building a committed local user base from existing residential areas could make it easier should the School become a focus for additional developments at a later date.
- 5.6 The relatively new sports hall is the obvious attraction at this site. The income from this is a major driver enabling the opening up other smaller and older facilities indoors, as well as outdoors.
- 5.7 But the crucial difference is attitudes amongst the leadership of the Academy, particularly the Principal. The sports hall was built under the previous head. Despite the fact that it was brand new and just as attractive to the community in physical form as it is now, it was essentially closed to everyone but the School.
- 5.8 The size of the Academy and the resulting budgets allocated to it for school use means there are more opportunities to be flexible in managing community use than there would be in a school with fewer than 1,000 pupils.
- 5.9 There is no long term agreement securing community use at this site. When asked about this, the Principal expressed the view that once a school opened up its facilities as fully as the De Ferrers Academy is doing now, he envisaged that attitudes would become embedded to protect this usage in future. We are more sceptical about this, having seen examples where doors once open have later been closed, or half closed, usually following a change of headteacher or in the composition of the governing body.

- 5.10 De Ferrers Academy has the potential to take a major role in improving the delivery of dryside sport in East Staffordshire. It is very well positioned to act as a community leisure centre for communities already there, but also for those who will live in the new housing developments in Tutbury Road / Harehedge Lane (500 homes) and Beamhill (950 homes). This is explored in more detail later in this Report where we make recommendations for the future.

### **Paulet High School**

- 5.11 This is a local authority maintained high school on the east side of the River Trent, with specialisms in maths and computing. The number on roll is currently 704, of whom 107 are in the Sixth Form.
- 5.12 The original catchment of the School was Stapenhill, spreading north into the Brizlincote Valley which lies between Stapenhill and Winshill. Paulet shares a campus with Blessed Robert Sutton Catholic Sports College. The latter draws pupils from a much wider area.
- 5.13 The School has been involved in discussions about what expansion would mean in terms of core curriculum, classroom and dining areas. Sports facilities are not seen as an area of shortfall currently.
- 5.14 None of East Staffordshire's major housing developments are east of the River Trent. However South Derbyshire District also has major housing developments proposed in its draft Local Plan. This includes residential development on land formerly occupied by the power station at Drakelow for up to 2,239 dwellings. This site will be more or less contiguous with the southern end of Stapenhill, albeit separated by a railway line. There is provision for a two form entry primary school on site at the new Drakelow Village but no secondary school. Ultimately this will provide in excess of 5,000 new residents, some of whom are likely to want to send their children to Staffordshire Schools. Paulet and Robert Sutton will be the nearest secondary schools to the northern part of Drakelow. Paulet School recognises that some pressures to increase school numbers from new Drakelow residents are likely.

### **East Staffordshire Gymnastics Club and Centre**

- 5.15 We visited measured and photographed the site during the day when it was unoccupied. When we returned to audit the sports hall one late afternoon, the gymnastics centre was in use but neither of the principal coaches was in attendance, so we were unable to glean information directly about how their operation is working.
- 5.16 Informal comments from East Staffordshire BC Leisure staff suggest that it is working well. The Club's own website indicates that they cater for over 300 children per week. <http://www.eaststaffsgymnastics.co.uk/1.html>
- 5.17 There is a tripartite community use agreement between the School, Staffordshire County Council as landlords and the gymnastics club which is still operating well. This includes payment of a significant annual revenue sum by the County to support the initiative. However there are break clauses in the agreement which could make it vulnerable to dissolution. The Assistant Head of Business and Finance at Paulet School had been approached by Staffordshire Council to discuss the agreement and had concerns that they might wish to reduce their revenue support.

### **Badminton Performance Centre**

- 5.18 The **news page** from Badminton England dated 2007 indicates that the sports hall was originally envisaged to have badminton as the cornerstone of the development.

- 5.19 In 2010, East Staffordshire Badminton Development Group was awarded £30,000 over three years to become a Badminton England Performance Centre, one of the first of ten such centres accredited in the country. Paulet High School was envisaged as a key part of this development.
- 5.20 County Sports Partnership, Director Mark Thornewill also recalled agreements drawn up when the sports hall was about to be built, giving a strong badminton focus to the development. The School did not offer any of these when asked about community use agreements.
- 5.21 At the interview with Alan Rogers, Chair of the East Staffordshire Badminton Development group, it was clear that something had gone awry at Paulet High School. He said that some of the clubs who it had been hoped would send players to the performance centre from other parts of the Borough had declined to do so. At some point, Badminton England had withdrawn funding.
- 5.22 According to the School, the sports hall was originally funded by Big Lottery with the support of Sport England and local authority funding probably from County and Borough. As we will see in Appendix B, badminton is still a key part of the programme here, but it is clearly at a level much below what was envisaged when this multi-million pound facility was opened with fanfare only seven years ago.
- 5.23 It is important not to seek to revisit what has gone awry. But it is surely important that a modern centre designed specifically for badminton, with a floor specified for badminton, appropriate lighting and colour scheme should have one of the more active badminton programmes in the Borough. In FPM terms, even in a standard sports hall, the protocol expects 32% of the usage to be badminton.
- 5.24 Here is an example which is directly opposite to the experience of De Ferrers which had a new sports hall with almost zero community use and because of changing management at the school towards community use, usage levels are being transformed.
- 5.25 The difficulty for Paulet School is that the number of roll is only one third of those at De Ferrers. This has major budgetary implications for the School. It cannot readily adopt the De Ferrers solution of a Community Development Team, six strong, plus paid leisure assistants which the larger School has utilised.

### **Conclusions**

- 5.26 Paulet School has a commitment to community use. This is clearly demonstrated by their partnership with East Staffs Gymnastics Club. They have continued to work with the local badminton and cricket development groups commensurate with the level of funding available.
- 5.27 But their primary objectives as a school are about delivering high quality educational experiences. The School cannot be expected to divert resources into community sports development; in terms of funding they are not legally allowed to use delegated school budgets to subsidise community use.
- 5.28 There is no pay and play community leisure centre in East Staffordshire on the east side of the River Trent. If Paulet High School is to play a full role in delivering dryside indoor sport for this part of the Borough, a new model of operation will need to be found which is acceptable to the School and interested parties.

### **Blessed Robert Sutton Catholic College**

- 5.29 This is a voluntary aided Catholic school which is part of Nottingham Diocese. It lies in Stapenhill, down the hill and across the playing fields from Paulet High School. Blessed

Robert Sutton College is located near the south east edge of Town. The pupil catchment is wide, stretching even into Leicestershire as well as Derbyshire, with many children from former mining villages.

- 5.30 The number on roll is 710 which is the maximum allowed under its PAN of 124. The School has agreed to take some additional pupils from the “Burton bulge” in population which is already affecting the primary schools. The school was built originally for 350 pupils and so it is an evolving melange of buildings from different ages.

#### **Development of Sports Facilities and the School Sports Partnership at Blessed Robert Sutton College**

- 5.31 Between 2000 and 2010 the College became increasingly committed to school sport partnership working. They were very much sold on the vision of the Youth Sport Trust to organise and develop the local sports network. In September 2005 the School was successful in gaining Sports College status. They also became the School Sport Partnership hub for Burton on Trent with the Partnership Development Manager based here.
- 5.32 Sports College status brought with it a grant of £150,000 for capital development which was used to provide partnership funding with the Football Foundation for a full sized rubber crumb artificial grass pitch, the new changing block and disabled loos.
- 5.33 But indoors, sports provision remained problematic. The sports hall was basic in construction with a concrete floor, inadequate heating, poor lighting, lack of storage and a height and runbacks suitable only for the most basic recreational badminton. Whilst the School needs flexibility in its use of the sports hall for PE during the day, it is not needed for examinations.
- 5.34 Various key partners from Burton Uxbridge Table Tennis Club, the school sport partnership and Robert Sutton College realised the potential and produced a scheme for a modest extension on the end of the sports hall which created storage, a social area overlooking the hall with a small kitchen, a generous lobby and disabled loos. The sports hall itself received a new floor, a new roof, new fire exits, improved lighting and heating but not the ventilation. This was partly financed through Sport England’s Community Club Development Fund.
- 5.35 By 2010, Blessed Robert Sutton had the most active community sports programme of any of the East Staffordshire schools. Because of the school sport partnership ethos, much of this had a developmental focus. The Coalition Government decided not to continue funding of School Sport Partnerships and much of this network has now dissolved.
- 5.36 Blessed Robert Sutton College continues to be one of the most proactive schools locally in terms of community sports use, but it no longer has the co-ordinating role which was evident four or five years ago.

#### **Active Place Audit Issues impacting on FPM**

- 5.37 The sports hall is deficient in both width and height at 33.7m x 16.8m x 5.4m clear height. This is recorded as a four courts estimated hall on Active Places database. However, with this width and height it is unsuitable for badminton, basketball, volleyball and netball at community level, even it is used for these sports during PE lessons.
- 5.38 The partnering with Burton Uxbridge Table Tennis Club to develop this as a specialist centre was therefore an inspired choice. However, since the table tennis club utilises the hall on three evenings (Monday, Tuesday, Wednesday) plus some weekends, this calls into question whether the facility can be considered as a sports hall with a balanced programme for the purposes of Facilities Planning Modelling. Table tennis is considered by



the Model to be 0.5% of programmed hours in a standard community sports hall. Table tennis takes up 2.8% of FPM hours in ancillary halls, but in Robert Sutton's case, this sport is seldom played in the gymnasium which is the other indoor sports space.

### **Agreement**

- 5.39 The School signed a 25 year Community Use Agreement with Burton Uxbridge Table Tennis Club in 2008. In practice the agreement seems to be functioning effectively at present.

### **Programming, Pricing and Income**

- 5.40 Other than the table tennis club, the main usage of the sports hall is by five-a-side soccer on Thursdays and Fridays. As the site has a high quality artificial grass pitch, one wonders whether it would be preferable protect the sports hall from damage by declining teenage and adult community bookings for five-a-side soccer and moving them outside.
- 5.41 Part of the issue is income. The school charges £35 per hour for the sports hall. As part of their Agreement, the table tennis club has it for £13.50 per hour. The gymnasium is £19 per hour and the artificial grass pitch £65, £47 or £35 depending upon whether the booking is for the full pitch, two thirds or one third. The School tries to avoid taking bookings for only one third of the pitch as the income from this plus the table tennis club's contribution makes it costly to staff the site.
- 5.42 However, it is very interesting that Robert Sutton College charges £35 for their remodelled sports hall. Because of height and width limitations their sports hall has a very limited choice of sports which could have a quality experience. In contrast, Paulet School, a few hundred yards up the hill has a fully modern sports hall for which they charge £24 per hour. Yet the Paulet's hall is under-utilized.
- 5.43 Usage of the artificial grass pitch is vital as it is the income generator which enables the site as a whole to stay open. The pitch is relatively busy. There are some free slots at 7 – 8pm and again from 9pm – 10pm on Fridays, Saturdays after 12 noon and Sunday slots from 11am until 6 pm.
- 5.44 The AGP generated £57,600 in the most recent year. All other lettings from the sports hall, table tennis club, gymnasium, and natural turf pitches produced only £16,000. Without the AGP, community use of the site would not be viable.

### **Conclusions**

- 5.45 Together, Blessed Robert Sutton Catholic College and Paulet High School have most of the facilities necessary to deliver dryside community sport and recreation on the east side of the River Trent. Individually neither of them can make a full offer. Whatever partnership changes come about as a result of the Sixth Form split, it will be important for the community whether they are able to co-operate in delivering sport and recreation. In essence this site is split into four with two discrete sports activity spaces at each School. This increases management costs. There are suggestions in the Way Forward section of this Report as to how it could be improved.
- 5.46 This joint site is sufficiently close to the proposed new housing at the northern end of Drakelow Village to act as dryside community leisure facility for this new community, as well as existing residents of Brizlincote and Stapenhill, providing changes in management can be achieved to enable facilities at both schools to be used more intensively.

### **Abbot Beyne School**

- 5.47 This is the third school east of the Trent. It is a Staffordshire County Maintained School which serves Winshill, originally with a school catchment which stretched across the Trent to encompass much of the heart of Burton.
- 5.48 This is the School which has the most generous land area amongst the state schools in the Borough, but also the one which has experienced greatest fall in rolls. Currently it has 650 but with a Year 7 PAN of 150. Ten years ago the School had almost 1,200 on roll, which poses significant problems.
- 5.49 Early discussions with Staffordshire County Education planners have indicated that they see Abbot Beyne as a relatively straightforward source of additional capacity. Despite the fact that the Linnell site buildings date mostly from 1926-7 and the Evershed site mostly from 1957, the School believes that County planners do not anticipate needing to spend substantial sums re-growing this site.
- 5.50 This is despite the fact that the school's indoor sports facilities are amongst the poorest we have seen in a very long time. They comprise only two very old gymnasiums accessed by staircases. These facilities are highly unsuitable for community use.

### **Location**

- 5.51 The Linnell site is on a plateau above Bridge Street and the Town Centre of Burton, although mature trees screen views from this point. Access is off Bearwood Hill Road and then left and left along two residential streets to the main entrance. There is a block of six tennis courts immediately on the right on entering the site.
- 5.52 From the Linnell Building, the Evershed site is to the north east, an unlit walk of half a mile or a circuitous drive through residential streets of one mile. Evershed is a slightly more elevated position and is close to the heart of Winshill with the Parish Church behind the School. There are five slightly cramped tennis courts and a hard play area behind the School buildings adjacent to the churchyard.

### **Community Use**

- 5.53 The School has some limited partnerships for use of the outdoor pitches but indoors it really has very little to offer the community. Incredibly, there are some taekwondo bookings in the Evershed gym. Some older ladies have also rented the school hall at Evershed for some relaxed badminton. The School provides the posts and they bring their own nets.
- 5.54 With such antiquated facilities indoors there are no possibilities of opening up the site further to community use. The School has proposals but no obvious way of funding them. This is considered a little further in the Way Forward section.

### **Paget High School**

- 5.55 This is a state school, maintained by Staffordshire County. It has considered Academy status twice in the past and may do so again next year with a new head in place from September. The School has 914 on roll with a PAN of 169. They are currently in discussions with the County about increasing this PAN to 185.
- 5.56 Even before housing is developed nearby, the School envisaged moving from a five form entry to seven FE to help cope with the "Burton bulge" currently in primary schools.
- 5.57 Immediately across the road Burton Road (B5018) is the brownfield Branston Depot site with its proposed 483 houses.
- 5.58 The problem is that, like Robert Sutton Catholic College, the sports hall is undersized for all but the most basic levels of badminton and most of the sports which require whole hall area, such as basketball and netball. As such, its letting possibilities are very limited. It has been modelled at about 15 hours per week which is probably too high. 6 hours pw would probably be more appropriate.

### **Partnerships, Programming and Operational Aspects**

- 5.59 The School receives quite a few enquiries for community activities but many of these relate to outdoors. Indoors they have had some County Council generated bookings including parents and children's Zumba and some 12 week blocks of family fitness sessions. These have tailed off.
- 5.60 The School has found some potential user groups have lost interest when they have seen the age and quality of what is on offer. Paget follows County Council lettings policies and pricing. By the time the costs of staffing have been allowed for, few groups are interested in meeting the cost.

### **Conclusions**

- 5.61 Paget School site has limited potential for indoor sports community use because of the age, and size of facilities. The centre of Burton on Trent is served for community recreation by Meadowside LC and Shobnall Leisure Complex. However these are two miles from the Paget site which is a substantial distance when dealing with deprived communities.
- 5.62 It may be that the role of the School site in community sport could be to become a better gateway for local people to introduce them to sporting activities which subsequently can be pursued at Meadowside LC or Shobnall LC. This suggestion is revisited in the Way Forward section of the report.

### **John Taylor High School – Barton under Needwood**

- 5.63 Barton under Needwood is one of four Tier 1 Strategic Villages in the Borough. The High School became an Academy in November 2010. It has 1,475 on roll and a PAN of 224. According to the Cambridge Education study of Burton School Planning, John Taylor HS is directly funded by the Education Funding Agency for 1,800 places, although the County's calculation using a net capacity process indicates they have room for only 1,417. The school is full to or over the current PAN figure in every year group.
- 5.64 The Academy has a huge catchment stretching a long way west beyond Kings Bromley, Hoar Cross and Newborough. Because of relationships with families in these villages, there is some reluctance to accept potential pressures for places from new housing growth nearer to home. As an Academy, the School is not obliged to satisfy demands generated from the 130 new homes identified for Effinch Lane, Barton.
- 5.65 The School is currently an eight form entry. They believe that this will need to increase to a ten form entry to cater for their part of the Burton population bulge currently in primary schools. This is even before allowance is made for new housing generating further demands for places.

### **Management and Operational Issues**

- 5.66 The lettings are block bookings by sports clubs and community groups. Bookings are arranged by via an administrator. There are no community use agreements with any user group. The turnover of community users is particularly low. Although this may work for the School, it is a very inflexible system for the community user. It then relies upon any group making the booking to have a proactive and developmental ethos if sport is to move forward locally.
- 5.67 The site is not open to community users at all during school holidays. Holiday periods are viewed as a time when work can be done around the site. Summer in particular is very busy with maintenance work. During the February, Easter and May holidays, the School is open for revision sessions for students but is closed to community users. The site is also closed on Sundays except in the winter term when the sports hall is opened for Barton Cricket Club to use the nets.

### **Programming**

- 5.68 We were given sample booking sheets for the third week in November 2013 and the third week in January 2014 which are likely to be amongst the busiest of the year.
- 5.69 In November the hours by sport were: football 11.5 hours, badminton 6 hours, rugby 1 hour and tennis 2 hours totalling 20.5 hours. There were a few other bookings in the dance studio.
- 5.70 In January there was an increase because of the requests from cricket clubs to use the nets: football 8 hours, badminton 6 hours, rugby 1 hour, tennis 2 hours, and cricket 10 hours totalling 27 hours.
- 5.71 The School's published booklet for community users indicates that it will accept sports hall bookings only 36 weeks per year. The first two terms total 26 weeks. If we assume an average of 24 hours per week that will produce about 624 hours of usage. Assume half of that in the third term which will be 12 hours times multiplied by 10 weeks. Together with the first two terms, this gives about 744 hours annually. 24,000 user visits predicted by the FPM would mean, an average of 32 community users in the sports hall at any one time (24,000 / 744), which is clearly absurd.

5.72 The implication is that the school's decision to close during the holidays, plus the limitations on opening hours, may be constraining demand. They are not marketing at all and yet still turning some requests away. However with the current range of facilities and the income this generates, there are insufficient funds to manage things differently.

### **Conclusions**

5.73 The present layout with facilities scattered across the site and a difficult entrance and approach is hindering making better use of this site by the community. The age and condition of most of the facilities is also a major deterrent. Only the performing arts studio, which is the most distant from the School entrance, is a modern building.

5.74 The School is currently discussing with Staffordshire Highways, a proposal to change the car parking and bus pick up/drop off arrangements. If there is to be any possibility of improving community use on this site in the future, it is vital that master planning takes place so the new vehicular circulation facilitates and does not stifle future development opportunities. This is explored more fully in the Way Forward section.

### Sites in and around Uttoxeter

6.1 This section includes the following sites:

- Uttoxeter Leisure Centre
- Thomas Alleyne's High School, Uttoxeter
- The JCB Academy, Rocester
- Abbotsholme School –near Rocester
- Denstone College
- Abbots Bromley School for Girls – not visited
- Smallwood Manor Preparatory School – not visited

6.2 The last four of these are independent schools. Comments about the future will be briefer than for some of the State Schools. These have therefore been rolled into this section and Appendix C rather than revisiting them later in the Way Forward section of the Report.

### Uttoxeter Leisure Centre History and Redevelopment

6.3 This site is currently undergoing major redevelopment and will be closed for most of 2014. Information which we have about it comes from:

- the Council's web pages which describe the redevelopment;
- the planning officer's report for Application P2013/01173;
- information provided by ESBC officers;
- publicly available satellite imagery of the site; and
- Active Places database.

6.4 The Active Places database dates the construction of the Leisure Centre at 1985 for the four activity spaces, sports hall, swimming pool, squash courts and health and fitness suite. There are varying refurbishment dates: health and fitness suite 2008, sports hall 2006, swimming pool and all the changing rooms unrefurbished prior to the current redevelopment.

6.5 As the site is being redeveloped, this history may seem academic, except for the fact the sports hall itself is to remain largely untouched. There will be improved viewing space and a new store. On the wetside, the pool hall will be changed by the addition of a new roof and an extension to the north to include a seating area along one side.

6.6 The changing rooms for both facilities, together with the entrance lobby, reception / social area, health and fitness studio and dance studio are being built from new. The public's impression of the reopened Leisure Centre will be greatly enhanced by the new portions of the building. With this level of re-development it is difficult to gauge the extent to which it will be perceived as a new leisure centre.

6.7 The hall, which is a very prominent part of the L shaped front façade, will still look like a 1989/90, portal framed, medium to low specification, sports hall both inside and out, even after the redevelopment. The pool hall will look improved. This is not so much of an issue for 2015. But it probably will be in 2025 / 2031. The public will probably not notice the vital but costly improvements to plant so these will not impinge on their decision whether or not to use the facility.

6.8 The question is whether a sports hall which was substandard in size when built in the 1980s can be acceptable as the principal leisure centre for Uttoxeter through to 2031. Once the pool re-opens, together with the smart, brand new facilities, the Council would expect to see an upsurge in pool usage. Because of deficiencies in dimensions and dated style of hall, there is likely to be much less impact on actual sports hall throughputs. This issue is revisited in the Way Forward section.

### **Thomas Alleynes High School, Uttoxeter**

- 6.9 Thomas Alleynes is a state community school, maintained by Staffordshire Council. Uttoxeter follows a three tier school system. Pupils are fed through from three middle schools locally and from the rural areas. Thomas Alleynes has pupils aged 13 to 18, School Years 9 to 13. The School currently has around 1,300 on roll of whom 340 are in the Sixth Form. Thomas Alleynes was founded more than 450 years ago. Current buildings mostly date from a range of decades during the twentieth century.

#### **Location and Approach**

- 6.10 The School is on the northern edge of Uttoxeter Town Centre. There is a significant change in elevation on the site. There are two principal accesses: Dove Bank which leads to the main School reception and Bradley St / Silver Street which gives access to the main car park. This is the entrance for community users. It is directly opposite the Town's bus station and very accessible to the Town Centre.
- 6.11 However, once inside the School site, the new community user is confronted with a difficult layout. The car park is an elongated 85 metres. From the nearest (north end) car park space, it is 100 metres to the swimming pool, 140 metres to the sports hall, 155 metres to the gym, and 415 metres to the artificial grass pitch. The significant slope adds to the challenge, especially for users who have mobility problems or have a buggy or wheelchair. The Ede Studio is principally a performance space rather than for sport, but this is next to the Dove Bank entrance and is nowhere near any of the sports facilities. Only the artificial grass pitch is obvious from outside the confines of the site.
- 6.12 In common with many schools which have evolved over decades, the layout is a nightmare from the perspective of managing community use. There is no obvious reception point. For this reason most of the bookings are sports club / community group.

#### **Management Agreement for Artificial Grass Pitch**

- 6.13 The School manages all of the facilities for community use with the exception of the artificial grass pitch which is managed by an agreement between the School, ESBC and Staffordshire County Council as landlords. The agreement established both a Committee and a Management Group with roles and responsibilities defined within the document. Day to day operational management is undertaken by East Staffordshire Borough Council who staff the facility and undertake marketing, booking and maintenance of the pitch.
- 6.14 The Agreement requires ESBC to provide written accounts and forward budgets to the Community Use Committee. The Agreement is comprehensive and well drafted.
- 6.15 The major weakness is that *"Each of the Parties shall have the right to terminate this Agreement by the service of notice on all the other Parties, at least twelve (12) calendar months prior to the proposed termination date."* It would be preferable if the Agreement had been given an unbreakable term to reflect the expected life cycle of the facility (perhaps 30 – 40 years allowing for up the three carpets before a complete rebuild is needed). That said, it appears to be working well after 8 years, having commenced in April 2006.

#### **Community Use - Management and Operations**

- 6.16 Historically the School has had a community leisure policy. A lot of this was directed lettings which came through the Youth Service and Burton College. As the recession began to bite, these dwindled. The School governors are very aware of and supportive of community use of the site and like to know who is using it.

### **Income and Pricing**

- 6.17 East Staffordshire BC takes the income from the artificial grass pitch in order to manage it. The school's income from all other facilities was £28,000 which is largely swallowed up in operating costs. There is no sinking fund other than for the artificial grass pitch.
- 6.18 Prices have been held down for three or four years. Sports hall £31.50 Monday to Thursday and £47.50 Friday – Sunday except for cricket nets which are the same price Monday to Thursday but £37 on Friday to Sunday. The Gym: £16 / £21. Swimming pool: £26.50 / £42.
- 6.19 This reveals a certain mixture of realism and naivety. Mondays to Thursdays are almost always the busiest days in swimming pools and sports halls – with the possible exception weekend events which these School facilities are not suitable for. One would normally expect club / group bookings to be lower on Friday evenings, Saturdays and Sundays. The prices charged are therefore a reflection of the higher costs of opening up the Alleynes' site on Friday evenings and weekends. But they are very unlikely to attract much weekend custom with this pricing strategy.

### **Programming and Marketing**

- 6.20 Using the sample programme supplied for usage in the week commencing 17<sup>th</sup> October 2013 the sports hall was used for: Badminton – 6.5 hours, Cricket 1 hour, Football 4 hours, Netball 1.5 hours and Climbing Wall 1.5 hours = 14.5 hours. The sports hall was not open on Saturday or Sunday. There were no bookings for the gymnasium. The programme for the same week indicates 9 hours of swimming use by the community.
- 6.21 As at several schools in the Borough, turnover of community users seems very low. Marketing is aimed significantly towards pupils, their parents and others in the Town who have connections to the School. This is not helpful towards newcomers and those who do not have a disposition towards club or community group membership. However, with facilities of such poor quality (except for the AGP) it is understandable.

### **Conclusions**

- 6.22 Thomas Alleynes' HS does occasionally have "the odd enquiry" that they are unable to fulfil but otherwise feel they are meeting demands. They are not getting many enquiries probably because their indoor sports facilities are known to be so poor.
- 6.23 The location of the current indoor sports facilities can never be made to work effectively. If left as now, they will become increasingly unattractive to the community and the modest levels of community use achieved now will dwindle. This is despite the impression that there is a strong commitment towards the school and its facilities from some people in Uttoxeter, probably deriving from their own attendance at School there. The School is also keen to engage with the community and has a tradition of doing so.
- 6.24 With a High School for 13 – 18 year olds, the sports facilities which are needed for curriculum delivery are much more focused on facilities similar to those needed by adults. By the time pupils reach year 9, they should have developed a range of movement skills which enable them to play adult versions, or close to adult versions, of different sports. Changing facilities with appropriate levels of privacy are needed by pupils of this age. Because of the age range, Thomas Alleynes HS has particularly acute needs for indoor sports space to cater for older pupils who are the only ones on roll.
- 6.25 The curriculum needs of schoolchildren are not measured as part of the Facilities Planning Model process. However this site has the potential to do so much more for the benefits of both community and School, given the right facilities. This is considered further in the Way Forward section.



### **The JCB Academy, Rocester**

- 6.26 The JCB Academy was opened in August 2010 as the first University Technical College (UTC). By the end of 2013, there were 17 UTCs with a further five due to open in 2014. As with most academies UTCs are independent of the local education authority. UTCs are smaller than traditional secondary schools. They are not academically selective and charge no fees. UTCs typically have 600 students, are sub regional and have a catchment area that may extend across a number of local authorities.
- 6.27 Rocester, along with Barton under Needwood, Rolleston and Tutbury are the four Tier 1 Villages proposed by East Staffordshire BC. Rocester is in Churnet ward, population 2,950 at the 2011 Census. In such a lightly populated area, the school catchment for a highly specialised school is not particularly local. Pupils are drawn from up to 18 miles away, 1,000 square miles stretching between Stoke and Derby. There are nine different bus routes bringing pupils to and from the Academy.
- 6.28 Perhaps because so much of the focus was in pioneering the engineering and business aspects of the Academy, the sports facilities for the curriculum, let alone the community use are disappointing, devalued by several errors which have ignored clear sports planning design guidance. These deficiencies are explained more fully in Appendix C.

### **Marketing and Management of Community Use**

- 6.29 The Academy has a community cohesion policy which promotes inclusion of the whole community through the following:
- enrichment and extension opportunities;
  - after school sporting activities;
  - volunteering through the Duke of Edinburgh scheme; and
  - swift and easy referral to specialised support services.
- 6.30 The Governors know that facilities are available to be hired but community use on site is not necessarily at the top of their agenda. However, the Academy does also engage with the community in other ways.
- 6.31 Initial attempts to attract community use were further compromised by both the sports hall and studio being used for exams on three occasions during the year: November, February and May. As of 2014, this is changing and exams will only be in May.
- 6.32 At two badminton courts, the sports hall is too small to be modelled for FPM and so was not included in the 2013 Study.

### **Partnerships**

- 6.33 The JCB Academy has partnerships with more than a dozen organisations, local and industrial. Those which are of a sporting nature include, Dove First School, which is within walking distance, who were using the sports hall during our visit. Fixtures are played against Thomas Alleyne's, Uttoxeter amongst others. JCB employees use the multi-use games area from time to time, particularly in winter.
- 6.34 There are substantial alternative opportunities to participate in the vicinity. For JCB employees, some of whom who live in Rocester, the Company's Lakeside Sports and Social Club has snooker and pool rooms, a substantial function room and outdoors a couple of multi marked courts for tennis, netball and five a side football. There are more extensive sports facilities at Abbotsholme School, just over a mile south east of Rocester and also at Denstone College less than three miles to the north west. These are reviewed in the following sections.

- 6.35 Rocester has an active Village Hall which has recently been refurbished. A number of the activities there are non sporting: regular bookings include First Steps pre school, a guides group, bingo, kick boxing and belly dancing. This community hub also plays occasional host to wedding receptions, family parties, exercise and dance classes, quizzes, talent nights, and support sessions. It may be that there is no real need for an additional community sports hall in such a small settlement.

### **Abbotsholme School**

#### **Location and Approach**

- 6.36 This a 125 year old independent boarding school in the countryside. It is 1.1 miles from Rocester village square and 0.9 miles from The JCB Academy. In that short distance one crosses the River Churnet into Derbyshire Dales District. Because of its proximity to Rocester, Abbotsholme is being dealt with in this section rather than grouped with the South Derbyshire facilities which follow.
- 6.37 The School has well-developed aspirations to build an artificial grass pitch to the left of the access road as one approaches the main buildings.
- 6.38 Beyond the car parks lie the main School building and the School reception. Walking past the front of this building takes one first to the performing arts block. The sports hall is a little further, on the south west corner of the school buildings, down a short slope and alongside a multi marked area with four tennis courts / three netball courts. There is a small outdoor swimming pool nearby. The sports hall's location is not immediately obvious from the car park, although there is signage.

#### **Community Use**

- 6.39 The Headmaster is very positive about community use of the site. In addition to sporting usage, guides, scouts and cubs use the site.
- 6.40 During six or seven summer weeks, the School runs sports camps. From January to April several cricket clubs use the sports hall for net practice. Most of these are from Derbyshire but Rollaston CC is from East Staffordshire. The school charges £35 - £40 per hours for the sports hall including changing facilities.
- 6.41 These five two-hour sessions from 5pm to 7pm Monday to Friday are the realistic total of availability. We recommend ten hours of community use for inclusion in the Active Places database.
- 6.42 As with most independent schools, the School sees a primary focus of marketing to raise awareness of what is on offer at the site to parents who might one day consider sending a child there. But this is not the sole motivation and the School does seem to be genuinely community minded.

#### **The Future**

- 6.43 The School has had discussions with various potential long term partners whilst working on the development for their artificial grass pitch. Ashbourne Hockey Club has considered relocating their operation to the site.
- 6.44 The School has existing relationships with cricket clubs for net practice. If these can be sustained in future, this will be beneficial in a strategic sense because three to four months of cricket is often difficult to programme into the timetable of any sports halls elsewhere which are much busier with other sports.
- 6.45 The only other query is whether the School would be interested in working a little more with the local Rocester community if they have any needs for a full sized sports hall which

cannot be met either at the village hall or The JCB Academy. As explained in the previous section, the JCB Academy's own students are unlikely to be in the vicinity between 5pm and 7pm when the Abbotsholme sports hall may be available and so there is no value in asking about integrated after school clubs.

## **Denstone College**

### **Location and Approach**

6.46 Denstone is earmarked as Tier 2 Local Service Village. Denstone College lies west / south west of this on a very extensive site in the countryside. The College's buildings start just under half a mile beyond the edge of the Village.

6.47 There is an amazing array sports facilities at Denstone College:

#### Indoors

- sports hall
- drill hall used / ancillary hall
- swimming pool
- squash courts
- health and fitness suite estimated at fourteen stations.

#### Outdoors

- two artificial grass pitches, (one lit one unlit)
- six lane cinder athletics track
- nine hole EGU affiliated golf course
- dedicated tennis courts as well as ones laid out seasonally on one of the AGPS
- numerous natural turf pitches for rugby union, football, cricket and rounders.

6.48 As the College website states: *"There is a rolling programme for improvements to all our buildings, new and old, and the College maintenance, grounds and domestic teams continue to keep the College at its best."*

6.49 *"The critical feature to understand is that the College wants sports facilities to be available for their boarders. This is the primary purpose for which they have been provided. They are a key life experience, a major marketing point of the School, so there is a tension which has to be managed between even the current levels of community use and expectations of pupils."*

6.50 Nevertheless the College does clearly value community involvement and has regular community lettings which are particularly focused on the artificial grass pitch, the swimming pool and the sports hall.

### **Sports Hall and Swimming Pool Audit**

6.51 There is a real question as to how many community hours are being allowed in the sports hall, with the possibility that they may be inflated in the FPM run.

6.52 The modern (2000) sports hall has three indoor cricket nets and these form a significant portion of the community usage in winter months. The Bursar's estimate of sports hall lettings to the community was about 15 hours per week, two hours each evening Monday to Saturday and three hours on a Sunday. As we found at Abbotsholme School, he mentioned that early evening around 5.30 pm to 7.30 pm is more likely to have community use whilst the boarders are doing prep.

6.53 The swimming pool dimensions are 22.95m x 11.1m (255m<sup>2</sup>) ranging from 0.8m to 2.8m deep. Active Places gives the pool as 22m x 12m = 264m<sup>2</sup>. This minor tank discrepancy in length and width does not in itself affect the Model outcomes much.

- 6.54 At present the swimming pool is very well used. During this past year, a “learn to swim” programme for local children has taught around 250, although only about 150 of these have been at Denstone’s own pool. The College said that the build- up of this predated the closure of Uttoxeter Leisure Centre. This “learn to swim” programme is currently taking up about 15 hours per week of pool time.
- 6.55 Cheadle Swimming Club and Dove Valley Swimming Club have a 2.5 hour slot most days and therefore take a further 15 hours of pool time per week. There are then some further occasional lettings for example to a sub-aqua group.
- 6.56 The total number of hours for the swimming pool should probably be increased for FPM modelling to 33 hrs per week. But the sports hall needs to be reduced from 25 hours to 15 per week.
- 6.57 For the future, the College advised that the present pool hall has a maximum life of ten years remaining, and possibly as few as five. The pool will definitely not be there in its current form in 2031. The Bursar stated that there was no guarantee that the College would replace the swimming pool, given the capital and revenue expense. Therefore it may be advisable to do some FPM scenario testing in future without a pool with community access on this site.

#### **Abbots Bromley Girls School**

- 6.58 Despite persistent attempts we were unable to gain access to this site. We have therefore been unable to verify the Active Places data. This states that the hall is marked for three badminton courts but is 34m x 18m. However from publicly available aerial photographs, what appears to be the flat roof of the sports hall is about 18m wide but only just over 27 meters long. It has been marked on the Technical Specification as a three court hall, so the dimensional error should not be significant.
- 6.59 The School’s website has a page on “*Hiring our Facilities*”. “*We offer term time use of the swimming pool and sports pitches to regular users, when not in use by the school. During school vacation periods, the school and all of its facilities are available for group hire. With our recently refurbished and impressive theatre, sports pitches (tennis courts, running track, astro) and pool, we are a popular venue for summer school groups. In recent years we have welcomed Language Schools, Church Groups, Operatic Societies and Sports Groups amongst others. We also have fantastic dance facilities and an equestrian centre, offering unrivalled opportunities for specialist groups. The school is available for hire during the Easter and Summer periods. Please check with Bursar or Head's PA for specific dates.*”
- 6.60 There is no specific reference to hiring the sports hall. FPM throughput in 2013 was 8,552 based upon 22.5 opening hours per week of the sports hall: 17.30 to 22.00 Monday to Friday and closed to the community at weekends. According to the website, the swimming pool is the only indoor sports facility hired out during termtime. All of the other lettings are short in duration during the Easter or Summer holidays.
- 6.61 The swimming pool is claimed as 23m x 10m with a date of 1960, refurbished in 2009. The length suggests a pool with imperial dimensions which is consistent with this original build date. The FPM throughput in 2013 was 10,662 which seems more plausible than the sports hall FPM figure.
- 6.62 Abbot’s Bromley is a rural area close to the western boundary of the Borough. The Facilities Planning Model projected annual throughputs of 8,552 for the sports hall and 10,662 for the sports hall at Abbot’s Bromley School. These are modest figures. The location means that some of this modest FPM demand would have been drawn from the neighbouring local authority areas of Stafford and Lichfield rather than within in East Staffordshire. Therefore our inability to assess the Abbot’s Bromley site has had very limited impact on the analysis and does not compromise the FPM findings.

### **Smallwood Manor Preparatory School**

- 6.63 You did not ask us to visit this site in the brief. However once we had the Technical Specification we noticed that this site was added to the Active Places database, apparently in 2013 when the FPM was about to be run. This would have been at a time when ESBC was already in negotiations with this venue to carry some of the swimming demand whilst Uttoxeter Leisure Centre is closed.
- 6.64 The pool is recorded as 25m x 8m built in 1970 and refurbished in 2012. The information on the ESBC website for arrangements whilst Uttoxeter LC is closed provides a photograph of this pool at Smallwood Manor which is included in Appendix C of this report. It appears to be a pool enclosure rather than a permanent building. Sport England is usually reluctant to include pools with enclosures as capable of offering a balanced programme year round for purposes of Facilities Planning Modelling. Outdoor pools are always excluded.
- 6.65 We firmly support ESBC's efforts to take care of their Uttoxeter customers whilst redevelopment is proceeding. Smallwood Manor's willingness to assist is also commendable. But from the perspective of long term planning, is this Smallwood Manor facility being considered as part of the network up to 2031? The Technical Specification seems to suggest so, because it appeared in both Runs 1 and 2. Structures such as this are often guaranteed for about ten years, so it is may not be this one still in place in 2031. The pool tank will be 61 years old by then. The projected FPM throughput in 2013 was 7,965 visits.

### South Derbyshire and 3 of the closer sites

- 7.1 As part of the agreed project, we first approached the Head of Community and Planning Services at South Derbyshire District Council for an overview of public sector leisure facilities which are relatively close to the East Staffordshire boundary. South Derbyshire has experienced significant housing growth in recent years with considerably more expected by 2028. Planning is for an additional 13,500 homes, of which half already have planning permission.
- 7.2 South Derbyshire has also undertaken Facilities Planning Modelling for swimming pools and sports halls. The District already has a shortfall in provision and with the extra housing, it may need additional sports hall provision equivalent to sixteen badminton courts and additional swimming pool provision equivalent to six to eight lanes. These are clearly very substantial shortfalls. Demand is likely to fall partly on East Staffordshire if these shortages in supply are unfulfilled.
- 7.3 The Head of Community and Planning confirmed that the other two secondary schools in Swadlincote, William Allitt School and Granville Sports College, have very limited sports hall facilities which are of limited interest to community users. They do not have swimming pools.
- 7.4 We were not asked to contact Repton School, which is only three miles from Winshill in East Staffordshire, but the view expressed by South Derbyshire DC was that the pool and fitness suite operate as a private members club. However he had little knowledge of the usage of the various halls. According to Active Places and the School's website Repton has:
- floodlit water-based artificial grass pitch – these are specific to hockey;
  - floodlit sand-dressed artificial grass pitch slightly smaller than full size. The School's website only refers to one of these two being available for hire;
  - 28 station fitness suite for registered members only;
  - two court indoor tennis centre with pay and play access – built 1989 and refurbished in 2004;
  - a 1995 sports hall with 45 hours of community use (29 in the peak period) which is 32m x 23m – for sports club and community groups only;
  - a 1995 swimming pool 25m x 12.5m – registered members only;
  - a gymnasium in a Victorian listed building;
  - 12 outdoor tennis courts; and
  - various natural turf pitches.
- 7.5 Provision is obviously substantial. We are unable to verify this data or the extent to which these facilities are used by the community.

### Etwall Leisure Centre / John Port School

- 7.6 This is a very high profile dual use leisure centre based at an exceptionally large state academy with 2,200 on roll. The catchment for school pupils is predominantly in Derbyshire but includes Tutbury and Rolleston in East Staffordshire. The map in the extended version of this Section in Appendix D gives an idea of the extent of the School's catchment.
- 7.7 The main leisure centre was developed in 2009 and includes:
- 6 badminton court sports hall;
  - 6 lane swimming pool;
  - large elongated studio about 20m x 7.7m overlooking the pool; and
  - health & fitness suite with 29 stations which is already considered too small by the operator.

- 7.8 According to Active Places the artificial grass pitch was added in 2013. The two squash courts, which are further back on the site alongside the AGP, date from 1980.

### **Management and Operations**

- 7.9 Managing a wet and dry leisure centre of this scale as well as a School of almost 2,200 pupils and about 140 full and part time staff would be an insuperable task and the Head and Governors have not done so. Management of the Leisure Centre is down to Active Nation, a registered charity which manages 17 sports and exercise venues across the UK, working with 6 local authority partners to deliver a variety of innovative sports and exercise programmes for all ages and abilities.
- 7.10 Active Nation also manages Green Bank Leisure Centre for South Derbyshire District Council. Some of their centres elsewhere in the country such as The Quays in Southampton and White Horse Tennis and Leisure Centre in Abingdon, Oxfordshire are high profile facilities.

### **Catchments**

- 7.11 We did ask at Etwall whether they were aware of East Staffordshire residents travelling to use their facilities, but the answer was imprecise. The implication was that because settlements such as Hilton were experiencing significant housing growth already, that most of the usage from the south was coming from residents within South Derbyshire District and relatively few residents were coming from across the County boundary; but no figures were offered to quantify this.

### **Good practice example**

- 7.12 It is worth encouraging anyone interested in community leisure provision on a school site to visit Etwall Leisure Centre and see what can be achieved at a modern dual use site.

### **Green Bank Leisure Centre**

- 7.13 This is the principal public leisure centre for Swadlincote. It is located near the western end of the Town centre. The name reveals that this is a sloping site which provides some challenges externally and internally.

Green Bank Leisure Centre consists of:

- 25m main swimming pool;
- trainer pool;
- fitness suite with 60 pieces of equipment;
- exercise classes;
- children's activities;
- sauna;
- 2 squash courts;
- sports hall with 6 badminton courts – 32m x 23m x 7.6 clear height with a Granwood floor – 2 stores 39m<sup>2</sup> and 61m<sup>2</sup> = 100m<sup>2</sup>;
- cafeteria;
- function room;
- crèche; and
- Grove Hall – separate building, adjacent to main complex, but up the hill – 22.5m x 16.5m 4.78m height to obstruction – Granwood floor. 44m<sup>2</sup> of storage (slightly too little)

7.14 Green Bank Leisure Centre was undergoing a £500,000 refurbishment during our visit which will take out the former function room and create a new 30 bike indoor cycling studio, refurbished gym, new sauna, improved fitness changing area, crèche and refurbished café. This is a partnership between South Derbyshire District Council, Sport England and Active Nation.

### **The Pingle School**

7.15 The Pingle School is a co-educational, comprehensive, foundation, secondary school for students aged 11-19 years. Currently it has 1,231 on roll and lies relatively close to Green Bank Leisure Centre.

7.16 The Head of Community and Planning at South Derbyshire said that the School works as a form of club hub rather than a leisure centre. The Council has tried in the past to persuade the School to outsource their facilities without success. The School has recently appointed a new business manager whom we met very briefly.

7.17 Pingle School has the following sports facilities:

- swimming pool;
- old gymnasium – probably unused by the community;
- sports hall;
- small fitness suite – not open to the community;
- artificial grass pitch; and
- five outdoor tennis courts and a separate hard play area in relatively poor condition.

7.18 The pool was in use during our visit and so there were no opportunities for detailed audit. Active Places dates it as 1970, 20m x 8 metres with 26 peak opening hours and 35 overall. This produced an allocation of 18,264 user visits on FPM.

7.19 The sport hall dates from 1999/ 2000 The sports hall is 32.1m x 17.1m x 7.1m clear to the height of the heating elements = 549m<sup>2</sup> area. Although this is smaller than the Active Places estimate of 594m<sup>2</sup>, it does not impact on FPM as it remains four calculated courts. We viewed after school. The hall was being used in May for examinations.

7.20 Analysing the sample winter sports hall programme we were offered indicates: cricket 8.25 hours; Badminton 2.5 hours; Netball 1 hour; Basketball 4 hours. As South Derbyshire advised, the sports hall has a classic club hub programme with different sports on different evenings. All the four sports above benefit from using the whole hall and clubs for these sports prefer locations with not too much pressure over session times. This is the home venue for Swadlincote Scorpions Basketball Club on Thursday evenings: <http://www.swadbasketball.co.uk/>

7.21 The FPM places an attractiveness weighting of 36% to allow for age and school management. This allows for the booked hours being around 16 per week rather than the 35 available. The FPM throughput figure 31,238 does not allow for the sports hall being decommissioned for several weeks for examinations. It does not allow for lighter programming or closures over the school holidays. Furthermore the four sports of cricket, basketball, badminton and netball are not high density users of a sports hall. One would expect 10 to 18 people to be using the hall at any one time. The high density users such as multi-sports, keep fit, gymnastics and martial arts are missing from the programme. From the information which we have been given it would be surprising if the actual throughput of this hall was greater than 10,000, against FPMs prediction of 31,238.

7.22 This raises the question of where the other demand is going. Some of it may be going to smaller halls on other sites nearby. For example, the Regional table tennis officer advised us that Granville Sports College in Swadlincote which has two old gymnasiums dating from 1965 according to Active Places, nevertheless hosts a table tennis after school club, albeit



essentially for pupils of that school. A leisure centre operated by a local authority or contractor might include some indoor bowls in their sports hall programme; but in Swadlincote, such activity is more likely to take place at Church Gresley Indoor Bowls Club which has eight permanent indoor rinks <http://www.cgibc.co.uk/>

- 7.23 The Pingle School illustrates some of the benefits but some of the challenges of school-managed community use facilities.

## 8: Actual performance compared to FPM

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### Overview of what is actually happening compared to FPM

#### The supply side – the FPM Technical Specifications for Sports Halls and Swimming Pools

- 8.1 Individual facilities have been reviewed in the preceding four sections and in more detail in Appendices A – D. These Sections and Appendices indicate a number of potential changes to the two technical specifications for sports halls and swimming pools. Some of these could have been identified without visiting the facilities. Most could not.
- 8.2 Providing Sport England updates the database using the data collected during our site visits, it will refine the FPM the next time that it is run during National Facilities Assessments. However there is no such thing as a *perfect* technical specification. Whilst we are confident that our information has refined the specification, there will always be issues which are very difficult to resolve such as the exact age of a very old facility, which will impact to some extent on the attractiveness weighting but these are at the margins re impact on the FPM outputs.
- 8.3 Dimensions, which are so difficult to check remotely, will be much more accurate following this report. Sometimes this may result in significant changes in calculated courts for FPM purposes, for example at Green Bank Leisure Centre from six to four. Less capacity there has a knock on effect across the study area.
- 8.4 Hours available at each site, which is the capacity measure the Model uses, compared to hours actually booked are also challenging to understand. Such differences can be one of the principal reasons why actual throughputs differ from FPM allocations. We can see from the review of the facilities above that some timetables of opening hours at schools seem to indicate availability to the community well in excess of booked programme hours. If there is insufficient staffing resource to open for the entirety of these times, then these extra hours may be undeliverable. As we will discuss below, the amount of staffing resource is usually contingent upon income available to pay for it. In the case of most school sites that income usually has to come solely from lettings fees.
- 8.5 These are matters which are a normal part of the modelling. The issues raised by the FPM study which you commissioned in 2013 have enabled us to define the brief for this project. The analysis undertaken then and summarised in paragraphs 3.3 and 3.4 has enabled us to understand that the locations of centres which deliver swimming and hall sports in East Staffordshire are generally sound and well-placed to serve the local communities residing there now and those who will arrive in the new housing locations.
- 8.6 The FPM modelling undertaken in 2013 has indicated clearly that the sports hall and main swimming pools are well distributed to cater for the communities which need to use them. To a large extent this is because secondary schools are well spread around Burton-on-Trent. Only Paulet HS and Blessed Robert Sutton College share a campus. The other schools each serves a distinct catchment both for attracting pupils but also potentially for delivering community sports use.
- 8.7 This is not always the case. For example in the County Town of Wiltshire, Trowbridge has all of its three secondary schools within a few hundred yards of one another. Some parts of the Town are then more than two miles from a secondary school site and a sports hall.
- 8.8 As a result of this good quality distribution of sports hall sites across East Staffordshire, the Facilities Planning Model produces low levels of unmet demand for a Borough which is both rural and urban. The Model is telling us that the sites are in the correct place; however the age of many of the facilities, plus the lower intensity management on school sites is creating pressures whereby the Model is channelling too much demand onto the Borough Council's own facilities to compensate for limitations of facilities on school sites.

- 8.9 Several of the sports halls and swimming pools on school sites are becoming increasingly unattractive to community users as they reach the end of their life. In consequence, FPM demand is channelled away from these School sites and towards those few facilities which have higher intensity management. These pressures on the intensively managed (Borough) facilities will be exacerbated in the future as new housing generates additional demand for swimming and sports reliant on halls, whilst the facility supply is ageing and becoming less attractive.
- 8.10 It is also helpful to revisit how Sport England uses the higher and lower management weightings in the modelling of sports halls. Halls which are managed by local authorities, trusts and leisure contractors are usually deemed to be high intensity management. Those managed by schools and community groups are considered to be lower intensity management with a corresponding reduction in the users allocated to these sites by the Model.
- 8.11 This is based upon experience of a wide variety of sites across the country. Schools seldom have the time to market their facilities intensively. There is insufficient leisure staff resource available on most school sites to do tightly-managed equipment changes in the course of an evening. Often, pay and play access is unavailable at school sites. These are all limitations which we have encountered at schools in East Staffordshire. The lower intensity management is reflected in the modelling by a reduction in the attractiveness weighting on sites managed by schools.
- 8.12 In Appendix E is a summary of the sports halls database and some of the changes we recommend that Sport England and East Staffordshire BC make to the Active Places database.

#### **Why are there discrepancies and where is the demand going?**

- 8.13 It is clear from the interviews that there are discrepancies between the allocations which the FPM is producing and throughputs on the ground. The most robust comparisons come at East Staffordshire Borough Council's own facilities at Meadowside LC, Shobnall Leisure Complex and Uttoxeter LC. The individual facility reviews have given some possible reasons why there may be significant variations between FPM outputs and actual throughputs.
- 8.14 We have clarified the position at the school sites. None of the schools collects details of individual attendances. Bookings by regular user groups is not a reliable substitute for knowing how many individuals are coming through the door, but this is all anyone has to work with. In particular, schools are inclined to look at their busiest weeks in the autumn or winter terms and say they are quite full. They tend to overlook the fact that they may be closed for 15 or 16 weeks per year, during school holidays and a little bit more, or that the sports hall is out of action for 4 to 6 weeks whilst in use for examinations, or that usage tails off in the third term of the school year.
- 8.15 This raises the question, if the supply of facility time at school sites is so much less than Active Places database is indicating, why are there not queues at the door of other facilities in the Borough, especially at those run by East Staffordshire Borough Council?
- 8.16 The first issue one must consider is whether demand for these particular sports facilities is lower than one might expect. As stated near the start of this report, the Facilities Planning Model assumes demand data based upon nationally derived norms arrived at through substantial research. But what if East Staffordshire does not conform to these norms?
- 8.17 The data on the next page is taken from the Active People survey and indicates that East Staffordshire is not particularly atypical in terms of overall sports participation, and

certainly not enough to explain the differences in throughputs at the sports halls and swimming pools for which there is accurate data in the Borough.

#### Adult (16+) Participation in Sport (at least once a week<sup>^</sup>), by year

Year	East Staffordshire	West Midlands	England
2005/06	35.0%	31.9%	34.2%
2007/08	41.6%	33.4%	35.8%
2008/09	35.4%	33.6%	35.7%
2009/10	33.6%	32.9%	35.3%
2010/11	30.3%	32.7%	34.8%
2011/12	32.7%	33.5%	36.0%
2012/13	34.9%	33.3%	35.7%

Source: Active People Survey, Year: 2005/06 (APS1), to 2012/13 (APS7)

Measure: Adult participation, aged

16+

<sup>^</sup> 1 session a week (at least 4 sessions of at least moderate intensity for at least 30 minutes in the previous 28 days)

- 8.18 However these figures are for participation as a whole. Available capacity at sports halls and swimming pools is only relevant to those sports which make use of these facilities. Very little swimming takes place in inland Britain in open water. Most of the participation recorded here for swimming will be in pools. From the Active People figures below, one would expect the actual demand for pool space in East Staffordshire to be similar to England norms.

#### Top 5 sports in local authority with regional and England comparison

Sport	East Staffordshire		West Midlands		England	
	No. (000s)	Rate	No. (000s)	Rate	No. (000s)	Rate
Swimming	11.3	12.8%	9.0	10.2%	4,896.9	11.5%
Cycling	9.3	10.5%	6.1	7.0%	3,458.9	8.1%
Gym	8.2	9.3%	8.8	9.9%	4,622.7	10.9%
Fitness & Conditioning	6.3	7.1%	5.6	6.4%	2,854.7	6.7%
Football	4.8	5.5%	5.3	6.0%	2,689.7	6.3%

Source: Active People Survey 7, 2012/13

Measure: Participation rate of the top 5 sports and the number of adults (16+) that participate at least once per month.

- 8.19 The position with the demand for sports halls is less clear. Of the other four activities measured for East Staffordshire, cycling does not take place in a sports hall. For the other three, gym, fitness and conditioning and football, these activities sometimes take place in a sports hall and sometimes do not. It is impossible to say whether the demand for sports halls in East Staffordshire is above, below or the same as the demand across England as a whole.

### East Staffordshire Context

#### The idea of transferability of participation

- 9.1 This section is not hard evidence. It is drawn from observations about East Staffordshire formed during the current project and in discussions with some of the key interviewees. All places have some features which are unique and other features which are common with other certain other local authorities, such as those defined as *extremely similar* in the clusters of the Office of National Statistics.
- 9.2 One of the features of sports participation in England which no one has ever researched conclusively is that of transferability of participation between sports. If there is a shortfall in one particular sports facility type:
- To what extent does that stifle participation in sports which rely on that facility?
  - Or to what extent do people find other ways of participating?
  - Or to what extent do potential participants transfer to other sports?
- 9.3 For example, there are many parts of England where residents live nowhere near an ice rink. In those areas, amongst those people who would have played ice hockey, or gone casual skating, what alternative sports do they take-up instead? Do they simply stop participating, or do they find something else non-sporting to fill their time?
- 9.4 One of the features which we have noticed whilst working on this project is the extraordinary range of sporting options on offer in, or relatively close to, the Borough which would not be found everywhere. Here are just a selection of them:

#### On the water:

- Canoe clubs including Burton Canoe Club with a clubhouse of outstanding quality on the River Trent
- Trent Rowing Club and Burton Leander Rowing Club in Burton
- Blithfield Sailing Club on the reservoir near Abbots Bromley.

#### In the air:

- Needwood Forest Gliding Club near Hoar Cross and Marchington Gliding Club at Tatenhill Airfield near St George's Park
- Powered flying with Tatenhill Aviation down the road from the gliding club.

#### Off Road:

- Various forms of motorsports at three contiguous sites opposite Tatenhill Airfield.

#### Ice and snowsports:

- A small indoor ice rink at Uttoxeter
- No snowsports within District but four ski centres nearby at Tamworth (indoor snowdome) Swadlincote, Stoke and Kidsgrove (three on synthetic matting).

#### Specialist indoor facilities:

- Gymnastics clubs at facilities in Uttoxeter and Paulet High School in Burton.

- 9.5 The purpose in listing these is not to form a directory of East Staffordshire sport but to illustrate the more unusual options which are abundant in the Borough. In many sports, particularly specialised ones such as these, a high proportion of participants will receive their first introduction through parents or other close relatives. Sport runs in families, and those involved in any one of these activities in the Borough may have less time to spend in sports halls and swimming pools.

## **A Tradition of Clubs in East Staffordshire**

- 9.6 Burton on Trent has a long tradition of sport through industrial sports clubs at large enterprises. The sports and social club was a leisure hub of decades gone by. Even as recently as 25 years ago, Burton had industrial sports clubs such as Robirch, Marston Thompson, Boveril, BTR Silvertown, Nei Mel, Inde Coope and Bass. Whilst one thinks of these primarily as sports pitches and pavilions, some them like Inde Coope and Bass had indoor halls which were used for sport. (Source: Industrial Recreation in the West Midlands – T. Monington 1989)
- 9.7 Many of the industrial sports grounds upon which these clubs and others were based have been re-developed during the last twenty five years. But the area has produced a tradition of strong clubs in the Borough. Examples of this include those which have a single sport focus, such as Burton Rugby Club or Burton Hockey Club, or a multi-sport focus such as Holland Sports Club in Barton-under-Needwood.
- 9.8 According to the Director of the County Sports Partnership, over the years the local authority has responded positively to some of the strong independent clubs by engaging in asset transfer, long before this was in vogue nationally. Even where the Authority has retained management of the facility, as at Shobnall Leisure Complex, there is a strong tradition of working with sports clubs in the sports hall as well as outdoors.
- 9.9 This strong club tradition is reflected also in the way in which school sports halls are operated currently – through sports club and community group bookings.

### **Why are sports halls and swimming pools so important?**

- 9.10 Before we are all overwhelmed by rose tinted memories of sepia sports history, it is important to remember that clubs of the industrial era offered health and fitness benefits to a relatively restricted section of the community. In particular, the sports which they played tended to be male dominated. Women's involvement in industrial sports clubs was too often making teas and organising social events.
- 9.11 The Monington Report, Industrial Recreation in the West Midlands stated, as long ago as 1989, "More recently the availability of alternative sports facilities, especially those owned by Local Authorities have proved more attractive, especially as they cater for the growth sports often not provided for by the company clubs."
- 9.12 The West Midlands Council for Sport and Recreation topic study of sports halls in 1987 listed only one publicly available sports hall in East Staffordshire – probably Meadowside, and a minimum need for six more halls of four badminton courts.
- 9.13 It was the growth in the supply of sports halls, more modern swimming pools, and higher quality, accessible changing facilities which slowly transformed opportunities for certain sections of the community to become involved in sport in the era from 1974 through until the present day. Women and people with disabilities have been particular beneficiaries of this.
- 9.14 Individual sports also vary widely in the ease with which they are able to attract new participants, particularly adult participants. Some sports require quite complex movement skills which, if not learned during childhood, are difficult to pick up in adulthood. Prior to 1990, most national governing bodies of sport were poor at trying to support casual participation, especially among adults. Instead they focused their work on high performers. Working with Sport England through Whole Sport Plans and decades of more enlightened sports development thinking has transformed many national governing bodies. Badminton England's "No Strings Badminton" and English Table Tennis Association's "Ping!" are just two examples of efforts to engage with potential casual players.

- 9.15 There is an added challenge for team sports in attracting newcomers. New arrivals seldom come in boxes of 11 or 15 to start a new team. People join a club in twos or threes, friends who are seldom at the same standard at that sport. Sports halls focus more on sports which have smaller team numbers – such as basketball, netball, and volleyball, or individual sports like badminton where one only needs an opponent. Swimming pools too cater for individual participation which is more likely to fit in with modern lifestyles.
- 9.16 Sports halls and swimming pools are vitally important in providing opportunities for people who do not want to engage in outdoor pitch sports. They are also a gateway into sport for those in society who, for whatever reason, do not feel comfortable in clubs. Such potential users frequently want pay and play access to facilities such as sports halls and swimming pools.

## 10: Are school sites the answer?

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### Are school sites the answer?

#### What if East Staffordshire chooses not to develop on school sites?

- 10.1 Sport England commissioned *State of the Nation* reports on facilities across England in 2012 to capture what was happening with the nation's sports facility stock. A number of key issues emerged, particularly the importance of education based provision, where 76% of all the nation's sports halls and 72% of artificial grass pitches (AGPs) were found to be on education sites. The figure was less for swimming pools where only 30% of the nation's stock was found to be located on an education site.
- 10.2 In this section we review whether and why schools want more facilities such as swimming pools, sports halls and artificial grass pitches on their sites. Before doing it is important to remember what happens if such facilities are not located on school sites.
- 10.3 State schools today are much stronger independent entities than they were twenty five years ago. With independence comes a myriad of differing agendas and approaches. This makes it hard work and resource-intensive to arrive at solutions which integrate school sports provision for sport and recreation with community needs for sports facilities.
- 10.4 But if this not achieved, will provision be made separately, away from the School site? If so, who will own it? Who will manage it? Who are the alternative partners?
- 10.5 One thing is fairly certain: for sports halls and artificial grass pitches built well away from school sites, they will remain largely empty during the school day. All around the country there are direct provision dry-side leisure centres owned by local authorities which have very limited usage, Monday to Friday, before about 5pm.
- 10.6 Schools still need facilities to deliver the PE curriculum. If sports facilities are also developed elsewhere, it creates duplication
- 10.7 For this reason, it is helpful to try very earnestly to work out a solution with schools, particularly secondary schools in the area for some form of comprehensive, secure, dual use partnership. This has been recognised for fifty years. Every area needs a mix of provision on and away from school sites. But for sports halls and artificial grass pitches, developing provision away from school sites should always be a fall-back option.

#### Access to sports facilities on school sites in East Staffordshire

- 10.8 The evidence we have collected from secondary and independent schools in East Staffordshire and close by suggests that the way in which community use of sports facilities is being managed does not facilitate easy access for the whole community.
- 10.9 Most of the schools have principal target markets of:
  - extra-curricular sport for pupils currently at the school;
  - sport for parents of pupils currently at the school; and
  - sport for children who might be attracted to the school in future and their parents.
- 10.10 There is nothing untoward in this. The primary function of schools is educating children; this is their core business. To expect them not to put children's education at the top of their agenda is unrealistic.
- 10.11 Sports clubs and community groups are dependent upon key individuals within their number to find them venues. Such individuals are most likely to have been past pupils, current or past teachers at the school, or have some other connection to the school other than for sport.



- 10.12 This effectively creates two hurdles to participation. Firstly, the group needs someone who has the negotiating skills, and the contacts to secure a possible slot at the school venue. Secondly, the school has to protect themselves to ensure that the letting is to a group who know what they are doing without too much supervision, have appropriate policies and clearances for child protection, and up-to-date relevant insurance.
- 10.13 Our interview work suggested that schools seldom go out to find such groups; they simply respond to approaches – sometimes saying no if the user group cannot meet the requirements for substantial levels of “self management”. Unsurprisingly, this produces a very low turnover of bookings. We encountered this most noticeably at John Taylor High School where all the letters to this year’s users had just gone out inviting them to book again. But it was also evident at most of the other schools.
- 10.14 This makes it very difficult to grow sport. The hurdles are too high for new entrants. For anyone new to the area, they first have to find and join the club / group, overcoming all the social hurdles which that entails. Only then, maybe, will they be allowed to use the school facility when that club has the slot which it has held for several years. The “maybe” will be contingent upon there being enough court space for the newcomer.
- 10.15 When a new facility is built on a school site, low intensity management tends to move participation around rather than increasing it. This is often evident at sites which have a new artificial grass pitch suitable for hockey. Local hockey clubs vie for the best match-day slots on Saturdays and prime training nights. They will happily abandon their existing home pitches if a better deal can be found. The role of manager / marketer for the new facility is usually appointed too late and he/she is only too glad to fill the space with anyone who will contribute towards a paper income target, which is often over-ambitious.
- 10.16 The sports club / community group access arrangements in place at most schools means very little interaction between user groups or with those whose role includes marketing the facility. In contrast, at an intensively managed facility like Meadowside LC which is a genuine sports hub, a user might finish their session with refreshments whilst watching some other activity in the ancillary hall. They might pick up leaflets or see posters for other sports on offer. In short there are plentiful opportunities for cross-selling which is the lifeblood of any intensively managed centre.
- 10.17 Because the core business of schools is the education of children, they approach community sport on their sites from a significantly different perspective than that of a local authority facility team, a sports development unit, or a leisure contractor.
- 10.18 The fact that schools have become so much more independent of the LEA (even if they are now still part of it at all) than they were prior to the Education Reform Act of 1988 means that they have taken on all sorts of financial, administrative, and site supervisory staff than they had more than twenty five years ago. Such staff members undertake a wide variety of tasks which would formerly have been done by the LEA. Such staff members often have the skills to take on responsibilities for managing a community sports programme. The difficulty is that it is often a minor part of their responsibilities. They have insufficient time to learn about detailed operational matters, and insufficient resources to put in place flexible booking systems. In many cases, school staff have the capability to become good sports facility managers, but it is asking them to move into a new profession, which is not a main priority for their “day job” on behalf of the school.
- 10.19 This side-lining of community sport is not true of all the schools in East Staffordshire. The community team at De Ferrers Academy demonstrates that it is possible to find a model which involves leisure professionals and yet still operate within the confines of a schools budget which is not permitted to subsidise community use. However De Ferrers Academy is unique in two respects:

- it is the largest School in the Borough bringing with it larger budgets and more opportunities to use these imaginatively; and
- it also has the most modern sports hall.

10.20 The most intensive community sports activity on school sites in the Borough is mostly focused around the sites which have at least one facility which is new or recently refurbished: Thomas Alleyne's AGP at Uttoxeter managed by East Staffordshire BC; Robert Sutton Catholic College's AGP funded by the Football Foundation and their refurbished sports hall for a specialist table tennis centre from a Sport England funded project, and De Ferrers Academy sports hall.

#### **Can the schools do more in relation to community sports use?**

10.21 The age and condition of many of the sports halls, ancillary halls and changing rooms on too many of the state school sites means that they do not have an attractive product to sell. Changing the forms of management would not alter public perceptions of facilities which are at or past their sell-by date.

10.22 But this is not the sole problem. Intensively managed dry-side sports centres in the public sector usually lose money. The staff needed to manage them intensively can be more than 55% of the cost. These staff are essential to generate more business by marketing the facility, to cover the increased costs of managing pay and play usage, to undertake rapid mid-evening equipment changes to maximise usage of programme slots, to ensure that normal operating procedures and emergency action plans are followed when some of the users may be less than responsible.

10.23 Without this level of staffing, additional participation will not occur. Comparing Paulet High School's modern sports hall usage with that of Meadowside LC is rather like comparing Tatenhill Airfield with Birmingham Airport. It is not simply that Birmingham's runway is double the length of Tatenhill that produces nine million passengers annually!

10.24 The problem is that a four badminton court sports hall, however modern, is not a viable economic unit for intensive management, if this is the sole community sports facility on the school site. Intensive management is going to take at least two staff on site per shift whilst the facility is open. With their wages paid, what is left to cover energy costs, overheads, and marketing to bring the business in, budget set aside to reflect the additional wear and tear, and a sinking fund for major renewals? The income solely from a four court sports hall is insufficient to operate community use intensively.

10.25 The rather bizarre pricing policy of Thomas Alleyne's High School in Uttoxeter whereby they charge more Friday evenings and at weekends for the sports hall and pool is a rational response to needing to cover their higher costs, but a marketing strategy unlikely to generate business.

10.26 The problem at the independent boarding schools is slightly different. They have an abundant sports facility resource, although it is usually spread around their site in such a manner that it would be difficult to manage as a tight unit even were the school inclined to open up more to the community. But this will not happen because boarding pupils and their parents who pay the fees expect the sports facilities to be available during parts of the evening and at times during weekends. If the school does not fulfil these expectations it will cease to exist in present form.

10.27 Intensifying community use above the present modest levels in evidence on most school sites will need five things:

- Willingness to create a sports hub with facilities grouped together for easy management and a mix of facilities which can be operated without needing a long

term revenue subsidy. Intensive management cannot be justified without high throughput of users and the mix of facilities must enable this.

- Willingness of interested parties to enter into a long term, legally binding agreement to deliver the objectives of the project. This needs to be without break clauses, and should be for at least the minimum expected life cycle of the sports building / facility. The agreement needs to protect facilities such as a community sports hall from non-sports usage such as examinations which can disrupt sports programmes for several weeks. It also needs to secure the facility from arbitrary changes resulting from varying attitudes which come with turnover in senior personnel at the school, local authority or other partner agencies.
- Willingness to accept that certain sports / activity sessions will generate less income than others but that maximising participation requires inclusion of some of these loss leaders.
- Willingness to recognise that sustaining the facility means looking at whole life costs and setting aside sinking funds for planned maintenance and renewal during the life cycle of the building for major items like a sports hall floor (which may cost £50,000 to £80,000 for a four court hall depending on specification).
- Willingness to accept that intensive management means being open 35 – 40 hours per week, year round.

10.28 Schools who find conditions such as these unacceptable are less likely to be suitable partners. Bearing in mind the challenges of achieving such commitment from partners, the next section first of all questions whether and why schools want such sports facilities on their sites.

# 11: Do schools want more pools, sports halls and AGPs?

**Do secondary schools want swimming pools, sports halls and artificial grass pitches on their sites?**

## Swimming Pools

11.1 The answer is often, no.

11.2 Active Places Power gives an indication of the national picture of pool providers in relation to pool types below:

### Swimming Pools Types by Provider – Active Places Power – June 2014

Type	Commc'l	Educ ation	Local Authority	Others	Comm unity Organ- isation	Sports Club	Total
Diving	0	1	51	3	1	0	56
Learner/Teaching/Training	494	190	483	25	4	1	1197
Leisure Pool	108	12	142	6	2	0	270
Lido	177	300	82	26	7	2	594
Main/General	886	914	852	160	8	8	2828
Total	1665	1417	1610	220	22	11	4945

11.3 Sport England's Design Guidance on swimming pools published in 2011 states: "Approximately 25% of pool water area is provided by the education sector, 46% by local authorities (or trusts) and 26% by the commercial sector. The stock of pools is in various forms:

- indoor pools or outdoors;
- free form or rectangular;
- heated or unheated; and
- associated with hotels, health clubs, water parks, beaches and other private operations.

11.4 "In recent years England has seen a growth of commercial pools to the point that in numerical terms they are now more than the numbers of Local Authority pools. However the commercial pools tend to be small in size and with shallower water, being aimed primarily at the fitness / aerobic / recreation market. They tend to offer a reduced programme of activities and have restrictive pricing. They are less likely to allow for competition swimming or teaching. The trend for the education sector is to be a diminishing provider of swimming facilities."

11.5 "There are also considerable pressures on schools where the majority of pools were built in the 60's and early 70's, many to a poor standard. Schools face logistical problems, additional costs, health & safety issues and time and staff training issues in delivering the national curriculum."

## Active Places Power – June 2014 England Swimming Pool Provision – Age and Provider

Type	Commercial	Education	Local Authority	Others	Community Organisation	Sports Club	Total
1900's	0	17	32	1	0	1	51
1910's	0	4	9	2	0	0	15
1920's	2	5	19	5	1	0	32
1930's	2	17	66	3	1	1	90
1940's	3	7	1	2	0	0	13
1950's	1	71	9	1	0	2	84
1960's	16	215	135	16	1	1	384
1970's	50	297	413	38	9	1	808
1980's	262	177	266	18	1	0	724
1990's	565	164	251	59	2	1	1042
2000's	675	200	240	54	3	3	1175
2010's	67	35	139	4	3	1	249
Pre 1900	0	11	18	2	0	0	31
Unknown	22	197	12	15	1	0	247
Total	1665	1417	1610	220	22	11	4945

11.6 The table above gives further details of this. Almost 60% of the pools provided by the education sector are more than 25 years old.

11.7 The swimming target in the National Curriculum falls in primary school years. Secondary schools are much less interested in having a swimming pool on their site. It creates pressures on the school budget to deliver a programme which is not their principal responsibility. Some secondary schools view a swimming pool on their site as an opportunity to sustain links with cluster primary schools who visit the school for swimming curriculum delivery; but this is a minority view. The opportunity for the community to use a swimming pool on a school site is more likely to be sustained through historic expectations of community users than the opening up of school water-space currently unavailable.

11.8 The Department for Education offers non-statutory guidance on school buildings. As the DfE controls budgets for schools funded directly through the Education Funding Agency (EFA), school planners tend to place considerable weight on their building bulletins. Building Bulletin 98 represented guidance until 29<sup>th</sup> April 2014 when it was replaced by Building Bulletin 103. Swimming pools have not appeared in either of these building bulletins as *"they are not normally recommended in schools"* according to the Principal Architect at Schools Building and Design Unit. *"Many schools may have them, but this is usually in addition to the minimum area recommended."*

### Sports Halls

11.9 The answer is almost invariably, yes, secondary schools want them.

11.10 A sports hall is a key resource for PE staff in secondary schools. As children grow, they need more sports space and to experience the "full game" in specific sports rather than working on movement skills and smaller versions of games which are appropriate in the primary school years.

11.11 Building Bulletin 98 was published in 1996 by the Government. Although the education sector had been building sports halls for years, this was the first time that national guidance recommended dimensions which Sport England advocated for community as well as school use.

11.12 When Building Bulletin 103 succeeded BB98 at the end of April 2014, the recommendations include funding only for a 33m x 18m hall for EFA funded projects. If the school wants more, it has to find monies from elsewhere. The wording encourages schools to seek external funding for sports hall projects which are to be for community use. These should then conform to Sport England's 2012 Design Guidelines for a four badminton court hall.

11.13 "Sports halls in secondary schools can be a:

- school sports hall, providing a multi-purpose space for PE and also exams, and for informal recreational community use outside school hours, typically 18m x 28m or 33m (for three or four courts respectively) x 7.5m high if new; or
- community sports hall, if funding allows, for school use and formal club-level use outside school hours, designed to larger Sport England dimensions, typically 20m x 34.5m (with four courts) x 7.5m high if new. See Sport England 2012 design guidance note: Sports Halls Design and Layouts." Source BB103 - April 2014

The fact that this national guidance encourages schools to consider the sports hall as a space for holding exams is not helpful to community use.

11.14 The school's demand for a sports hall to deliver the PE curriculum is almost invariably greater, perhaps even double, the demands of the whole community for sports hall space. The reason is that PE curriculum time participation is compulsory and so the participation rate for the years of secondary school pupils should be close to 100% of the population of that age group. For post 16 community usage, participation is optional and varies mostly by age and gender, but it is only a fraction of the total population.

11.15 The table overleaf illustrates some of the capacity issues faced by certain sports which commonly use sports halls. Some sports which are most dependent on sports halls find it difficult to pay a realistic rate to use them. According to Sport England researched capacity figures, badminton, basketball and netball have between 12 and 15 people taking up the whole hall. Badminton obviously can have four courts of doubles making 16, in a four court hall, but the figure of 12 is arrived at from national statistics which indicate that half the time courts are booked for singles play.

11.16 Gymnastics and martial arts usually require a lot of mats and in the case of gymnastics, other equipment, to be set out in the sports hall. This is why lightly managed halls, which lack leisure attendants to undertake lengthy set-ups and break-downs, seldom offer these sports to community users. Specialist centres where these are set up permanently, like Paulet High School and Uttoxeter Gymnastics Centre are more popular with clubs.

11.17 All of the higher intensity capacity activities on the table below: multi-sports, keep fit, martial arts and gymnastics, can be played in smaller halls. Whilst many groups wanting these activities will probably appreciate having a home in a well-run sports hall, they do have other options. But unless the sports hall is managed in a high intensity way, it will not have a balanced programme and the hall throughputs will plummet as the high capacity users go elsewhere or do not participate.

Sports Hall capacity figures used by the Facilities Planning Model and percentages of programmed hours used by individual sports - Top Ten				
Activity	Both	Main	Ancillary	Hall Capacity
Badminton	31.62%	32.19%	20.77%	12
Football	25.28%	26.05%	10.74%	10
Multi-sports	7.06%	7.24%	3.65%	48
Keep Fit etc	5.69%	5.01%	18.63%	80
Gymnastics	4.84%	4.47%	11.72%	28
Martial Arts	3.72%	3.30%	11.64%	30
Basketball	3.56%	3.73%	0.33%	15
Cricket	2.56%	2.58%	2.18%	
Netball	2.11%	2.23%	0.00%	14
Trampolining	1.79%	1.76%	2.29%	28

11.18 Five – a –side football played in a sports hall is one of the easiest lettings. It requires minimal equipment. It only caters for ten players, usually men. Unfortunately when the hall is let to anyone of teenage years and above, five a side football is liable to cause more damage in a three or four badminton court hall than almost any other activity.

11.19 Once five a side football begins to take a stranglehold on sports hall programmes it can become like Japanese knotweed, difficult to control. Some local authorities have tried over the years to programme it out of sports halls - with varying degrees of success. The best way of achieving this is usually to try and offer an outdoor experience which surpasses that indoors. This is reviewed below.

### **Artificial grass pitches (AGPs)**

11.20 Secondary schools are desperate to have a full size AGP for PE curriculum delivery. As with sports halls, this demand from schools is generated from the participation rate of close to 100% which the PE curriculum produces. It is significantly greater than the needs of the community for AGPs.

11.21 The growth of this facility type has been relentless since 1980. This was driven firstly by the needs of hockey during the last quarter of the 20<sup>th</sup> Century and latterly more from the needs of football, with rugby taking an increasing interest.

**Artificial Grass Pitches in England by Provider and Age of Facility**  
**Sport England Active Places Power – June 2014**

Type	Comm- ercial	Comm'ty Org	Education	Local Authority	Others	Sports Club	Total
1920's	0	0	0	0	0	1	1
1940's	0	0	1	0	0	0	1
1960's	1	0	2	1	1	0	5
1970's	1	0	15	9	4	0	29
1980's	6	1	49	50	11	8	125
1990's	51	0	402	142	57	45	697
2000's	161	12	1139	249	78	51	1690
2010's	58	6	412	104	29	25	634
Unknown	43	3	127	74	55	5	307
Total	321	22	2147	629	235	135	3489

11.22 Full size AGPS (around 6000m<sup>2</sup>) can generate substantial sums in income for the first four or five years whilst the carpet is new. Thereafter there tends to be a slow reduction in interest from community users, especially if new installations offer better prospects nearby. If managed as part of a multi-sports hub like Shobnall Leisure Complex, they can be very successful. On school sites where they are the only facility available for community use, this can pose challenges.

11.23 The carpet on an AGP will require replacement at between 8 and 12 years depending on usage levels and quality of maintenance. This necessitates a very substantial sinking fund if the facility is not to be run into the ground.

11.24 Much of the income from full-size AGPs comes from lettings which occupy only a third of the pitch.

11.25 Smaller size artificial grass areas, particularly if they have a rubber crumb specification for football, can actually do better than a full sized pitch in terms of generating income from community use. An area with rebound boards of measuring approximately 36m x 24m can be played as futsal within lines (with a futsal court about 30m x 18m court) or more casually using the boards. It can offer a better experience than a full sized AGP nominally divided by two wind-blown nets. Yet the area of three such units together is only 2,600m<sup>2</sup>. The income generation can be similar or even better from the smaller area. This is less than half the size of a full 6,000m<sup>2</sup> AGP, resulting in less than half the size of sinking fund needed.

11.26 As the commercial sector has discovered, having high quality five a side soccer experience needs not only rubber crumb artificial grass. The key is also having good quality changing facilities and a social area which players can experience rather than simply turning up for their allotted time at a school site and drifting off to the pub afterwards. This is what commercial soccer centres such as Powerleague offer in Stoke. The Derby Powerleague centre has more small pitches indoors.

11.27 It would be difficult, but may not be impossible, for some East Staffordshire schools to compete in this five-a-side soccer market, given appropriate facilities.



## Recent Ofsted Advice on PE and Sport in Schools

- 11.28 On June 20<sup>th</sup> 2014, whilst this report was approaching final draft stage, Ofsted published "Going the Extra Mile: Excellence in School Sport". In the spring of 2014, an investigation commissioned by Ofsted explored the school backgrounds, ethnicity and socioeconomic status of some of our best adult and age group international sport teams. The same investigation asked 29 National Governing Bodies of sport (NGBs) to report on their competitive school sport provision in 39 different sports; 26 (90%) NGBs agreed to take part and they reported on 35 sports. This NGBs report is part of a wider investigation being undertaken by Ofsted into competitive school sport for Her Majesty's Chief Inspector of Education, Children's Services and Skills (HMCI), Sir Michael Wilshaw, which includes a supporting report with input from headteachers.
- 11.29 Part of the remit of the Ofsted report is to try and measure and understand why a disproportionately large number of high sports performers in England come from independent schools. Given the provenance, it is likely that schools, and particularly their PE staff, will absorb some of Ofsted's messages.
- 11.30 A great deal of the Ofsted report focuses upon the need for coaching, including integrating external coaches from national governing bodies of sport with the efforts of PE staff. It talks a lot about school staff motivation. Much of this is beyond the scope of this report on which focuses on swimming pools and sports halls in East Staffordshire. However in several respects there are pertinent points.
- 11.31 Firstly, there is a clear message that state schools should develop a strong reputation in one or two sports. It is fine to deliver a broad curriculum in PE, but there should be one or two sports that a school really excels at, and becomes known as the centre for that activity.
- 11.32 Recommendations in the Ofsted Report include:
- foster meaningful sporting links with local and professional sports clubs to encourage more students to compete regularly in sport in their own time;
  - develop the partnerships needed to build sporting pathways – from primary school to secondary school and with the local and professional sports clubs; and
  - offer a range of sports but prioritise a few to excel at.
- 11.33 To a certain extent, some Burton Schools are already moving in that direction. The Burton Uxbridge Table Tennis Club at Blessed Robert Sutton College, and East Staffordshire Gymnastics Club at Paulet High School are good examples of state schools developing a focused reputation in particular sports.
- 11.34 The Ofsted report also gives limited acknowledgement to the fact that poor and ageing facilities on school sites can hinder achievement. *"In some schools we found that limited facilities had led to difficulties in playing matches against other schools. Lack of playing fields or all-weather playing surfaces were noted as significant barriers in some of these schools."*
- 11.35 *For some maintained schools and academies, limited facilities for sport are a factor in preventing them from enabling students to excel in sport. Only eight of the 35 maintained schools and academies schools visited have a swimming pool. This may explain the finding from online survey of headteachers that less than one third of schools regularly compete against other schools in swimming. Sixteen of the 35 schools visited do not have a multi-use games area with an all-weather surface for teaching and playing sport. One academy does not have playing fields. Being able to support students to train outside of school*

*hours and play sport is likely to be easier if good quality sporting facilities are at hand. In schools lacking these facilities, supporting competitive sport is that much more difficult."*

- 11.36 The Ofsted Report provides, ten case studies, seven of which are on state school sites. Of these seven, six have sports halls of four badminton courts or more built during the last twenty years. Three of the seven case study state schools also have a full sized artificial grass pitch.
- 11.37 In addition to influencing the experience of pupils at school, the availability of high quality modern sports facilities on secondary school sites, clearly affects significantly the attractiveness of the school as a sports hub for community users. This was not the remit of the Ofsted report; it is the remit of this one.

# 12: Management Options for Sports Use on School Sites

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## Management Options for Community Sports Use on School Sites

- 12.1 Sport England recognises eleven different management options in their guidance which is available on the website: <https://www.sportengland.org/facilities-planning/accessing-schools/delivery-options/> Five of these options are delivered by the school. The remaining six involve forms of third party management. We do not propose to reiterate the Sport England guidance here, but use it as a framework to consider which forms are currently used in East Staffordshire and which might be used in future.
- 12.2 However there is a disconnect between the needs of each school and the needs of the community. As we have discussed above, the needs of all secondary schools in East Staffordshire to deliver the PE curriculum would probably be best served by having a brand new large sports hall and a full sized AGP. However, the community does not need this level of provision. If this were to come to pass, the likely outcome would be that the prices which schools could charge for sports hall and AGP community usage would collapse. If participation remained static, the provision of a lot of extra capacity may even result in more schools closing their doors to the community because rates which users would be prepared to pay would be so low as to be uneconomic.
- 12.3 Provision of sports facilities is not usually the main driver of participation. Good quality marketing and access to stimulating coaches is often far more important.
- 12.4 Conversely, in the unlikely event of all of the secondary schools closing the doors of their sports halls and swimming pools to the community, almost all of the demand for sports halls and swimming pools would fall on local authority facilities and the commercial sector.
- 12.5 The Facilities Planning Model was originally geared to model sites with high intensity management. This is also the basis upon which Sport England's sports facility calculator works – intensively managed facilities open to the community for long hours. Only a few of the Sport England options for school sites discussed below will involve high intensity management and intensive usage.

### Direct Management Options

#### In house lettings based approach within current resources

- 12.6 This is the management model adopted by most of the secondary schools in East Staffordshire particularly John Taylor HS, and Thomas Alleyne's HS. Paget HS, Abbot Beyne HS and the JCB Academy have very few lettings but use this system when they do so. Paulet High School uses this for letting out the sports hall. This is also the approach taken by the two independent schools visited, Abbotsholme and Denstone.

#### Keyholder approach

- 12.7 This is similar to the option above, in house lettings but with a cost saving through allowing one or a small number of trusted clubs / community groups to let themselves in and out of the facility.
- 12.8 Both of the two options above are comfort zone approaches which avoid overstressing the resources of the school. But they will produce limited results in terms of participation, a low turnover of clubs using the facilities and very high barriers for new entrants wanting to take up a sport.

### **In house lettings with limited pay and play**

- 12.9 This option adapts the traditional in house lettings approach to clubs and groups. The school picks one or two evenings per week when it takes on additional staff in order to be able to offer pay and play access. It is interesting that Sport England's website does not produce an example of this. We suspect that it is a high risk strategy.
- 12.10 In the short term, we recommend that East Staffordshire BC engages with Paulet High School and East Staffordshire badminton group to see whether pay and play could work on one or two evenings per week in the sports hall. Marketing should be targeted on residents from the Stapenhill / Brizlincote areas. The school might need such a trial to be underwritten. As this was originally intended as a badminton centre, such a project could act as a trial for this type of management in the short term to see whether this could be self-sustaining. If successful it could assist in achieving some slightly improved participation in a modern facility which is currently underused.

### **Proactive Management by the School employing a community sports manager**

- 12.11 This is the approach which has been adopted in the last three years by De Ferrers Academy and it seems to be working well, given that this is a very large school with a modern sports hall. There is scope for some additional usage within the current management framework. The logical place to target would be the immediate communities around the School site to try and find out what activities might interest them if held at De Ferrers.
- 12.12 An additional community user for this site could be Stretton Badminton Club. The chair of the East Staffs Badminton Group advised us that this club currently seems to be based at Shaftesbury Sports Centre in Derby. There may be complications with this club over affiliation to England Badminton which would need resolution at the same as negotiating a move. Perhaps ESBC's Sports Development Unit could consider whether this idea is practical and if so, assist with its implementation.
- 12.13 The School should be aware that if it were to be successful in gaining significant additional modern facilities available to both School and community that this management model may no longer prove adequate. The Rossington All Saints Academy example from Doncaster can be found in the section of "Management by a Local Trust or Third Sector Organisation" model on Sport England's website; Rossington hit problems in using the Community Sports Manager model to manage a site of a sports hall and full sized AGP and a health and fitness suite.

### **Proactive Management by the School setting up an extended school company**

- 12.14 The description of this model in the Sport England guidance does not match the title. In the past some County Councils employed PE staff on contracts which were partly to deliver the curriculum and partly to manage a community use programme. The Sport England example given is Gloucestershire; this type of staffing and management was in place closer to East Staffordshire in the neighbouring County of Shropshire until the 1980s when District Councils began to take over the staff, a process which took ten years. We cannot see Staffordshire County taking on this subsidy role in the current financial climate.
- 12.15 The actual title suggests that the School set up a management company, although this is scarcely described in the Sport England text and there is no example. We cannot see any particular value in this either of these approaches to East Staffordshire.

## **Third Party Management**

### **Management through a club / NGB partnership**

- 12.16 There are two examples of this in East Staffordshire: the Burton Uxbridge Table Tennis Club at Robert Sutton Catholic College, and across the playing fields in Stapenhill, the East Staffordshire Gymnastics Club at Paulet School. Both of these would not have started without a substantial capital grant to renovate older facilities to make them fit for purpose.
- 12.17 As discussed in the earlier section, the Gymnastics Club partnership may be jeopardised by reduction of or withdrawal of Staffordshire County revenue funding. Both clubs seem to be thriving, several years into their tenancies at their respective schools.

### **Management by the local authority leisure department**

- 12.18 This is the model adopted by Thomas Alleyne's School in Uttoxeter for the management of the artificial grass pitch. If the School had more facilities of a similar or higher standard, it would make sense for a third party to manage all of them for community use rather than having the split arrangements currently in place. However this would be contingent upon there being sufficient sports hall and swimming pool demand and adequate revenue support to justify opening up additional new capacity at Thomas Alleyne's site to community use. Options for this and how it might dovetail with Uttoxeter Leisure Centre are explored in Section 13.

### **Management by a local trust or third sector organisation**

- 12.19 None of the East Staffordshire school facilities which we visited came under this category. But it is close to describing the operator, Active Nation, who manages the Etwall Leisure Centre at the John Port School site in South Derbyshire. Active Nation also manages Green Bank Leisure Centre; it is a registered charity "committed to the exciting mission to persuade the nation to be active". It has a national profile across six local authorities from Lancashire to Lincoln to Southampton rather than a being local Trust.

### **Management by a specialist leisure centre management company**

- 12.20 No leisure centre management company was operating any of the school sites which we visited. Given the age and quality of much of the sports facility stock on state school sites, we doubt that many such companies would be interested.

### **Management by a specialist community use provider**

- 12.21 This is really a menu of ways to create a bespoke service; it is difficult to know what such a specialist provider could offer. The constraint is that the provider will need to be paid. Lack of income from school facilities is already constraining what can be achieved on the East Staffordshire school sites. So bringing in a third party such as this to some of the sites which are currently managing through in house lettings requires more income to be generated in order to pay the agency.
- 12.22 With facilities presently existing on school sites, we would keep an open mind on whether this could offer some additional community use in the short term. It may be worth business managers from one or two individual schools which are currently using the direct lettings model, having a conversation with such specialist community use providers.
- 12.23 However something similar to the Blue Leisure Management model described on the Sport England website for this type may work if three or four schools in East Staffordshire had better facilities – this is explored further in the Way Forward section.

## Developing a Schools Consortia / Network Approach

- 12.24 The principle of encouraging the East Staffordshire schools to work together more closely on delivering community sport is an excellent one. It is widely recognised that many of these schools are competitors when it comes to attracting pupils. However, operating in competition to deliver sports community use is largely counter-productive.
- 12.25 There are some pricing anomalies which must seem extraordinary to the consumer, such as in the charges for sports halls. The most stark example of this is Blessed Robert Sutton College charging £35 per hour on Thursdays and Fridays for their elderly sports hall with a limited range of sports which can be played there. Across the playing field Paulet High School charges £24 per hour for their modern sports hall – and is not filling it!
- 12.26 It would be helpful if the schools agreed a standardised pricing structure, only charging more where there is clear added value for the specific type of session being delivered.
- 12.27 The Borough Council's own facilities are also becoming expensive by the standards of the area. This may be justifiable if the additional benefits on offer to the consumer are obvious. If they are not, it may suppress business. The Borough Council has recognised this as an issue and has therefore frozen some prices for a second year.
- 12.28 The specific example of this management model given on the Sport England website refers to Suffolk County Council which has had a relatively proactive role in sports delivery on school sites in the past, more so than some upper tier authorities. The case study indicates ways in which Suffolk County Council are reducing their financial involvement whilst still supporting schools who want to sustain or develop community use programmes. This is not really relevant to Staffordshire County Council in East Staffordshire.
- 12.29 Nevertheless it is certainly possible that elements of a consortium approach could work very well with involvement of both Staffordshire County Council and East Staffordshire BC, should the schools receive appropriate additional sports facilities for community use as a result of housing contributions. This is explored in the next section – Way Forward.

## Way Forward

- 13.1 The Facilities Planning Model work undertaken in 2013 gave two main messages:
- The supply network of facilities, particularly sports halls, is very well distributed in relation to the population it is trying to serve; this comes out in the Modelling from the relatively low levels of unmet demand for a Borough which is both rural and urban. In other words, because supply is well spread, it is easier for residents to reach a local facility. The Borough Council and partners should try to preserve this.
  - There is enough supply to cope with current demand. However, the levels of used capacity at sites which the Borough manages are at 100% according to the Model. This is usually a result of capacity constraints elsewhere in the network. It suggests the network is already finding it difficult to cope with demand. With the considerable addition of population by 2031, the network will be very much more stressed to the point where it may become a disincentive to participate.
- 13.2 This study has explored in more detail what this means. The work confirmed that the facilities on school sites are doing less than the Model predicted. The reasons for this are twofold. Firstly the age of many of the facilities and the accompanying changing rooms means that they are unattractive to many potential community users.
- 13.3 Secondly, the schools are obliged to operate their community use sports programmes on a balanced budget, without an external supporting revenue stream. This seriously constrains the way in which they are managed. Most adopt a simple lettings policy to organised sports clubs and community groups. This is constraining demand because there are no opportunities for pay and play. Most of the schools do not actively market their facilities. De Ferrers Academy is an exception to this. The artificial grass pitches at Blessed Robert Sutton and Thomas Alleyne's are also marketed more proactively.
- 13.4 Management at these sites can only be intensified if there is money to pay for this. For the foreseeable future, such monies will have to come from additional user fees. Additional users will not be attracted to ageing, unattractive facilities. There is also a need to have more than just one intensively used community sports facility per school site, in order to increase income to pay for the additional the management costs. A four badminton court sports hall alone is not a viable economic unit to pay for intensive management.
- 13.5 A further problem is that at most of the school sites, the community use sports facilities are scattered across the site in such a way that it makes them challenging and costly to manage effectively. Schools tend to lack even basic social spaces for community users so that the opportunities for cross selling and social interaction are missing from the experience. Uxbridge Table Tennis Club at Blessed Robert Sutton College is an exception to this, with a good, purpose-built club room overlooking the activity space.
- 13.6 Over time, all facilities in the network will age. Without substantial investment for refurbishment or rebuild, the ability of these sites to handle demand will diminish not increase. In reality some of the old school sports halls, gymnasiums, and changing rooms have now reached, or are approaching, the end of their shelf life. Rebuilding to modern standards is a better option. This also allows for repositioning on the school site which should make them more efficient to manage.
- 13.7 Previous work had indicated that supply of sports halls and swimming pools is now, and may in the future, be sufficient. In reality, it is not that simple. The community demand for sports halls and swimming pools cannot be met solely by protecting existing provision on school sites. Most of the schools sites are not achieving the throughputs in sports halls and

swimming pools which are indicated now by the Facilities Planning Model and this will only grow worse as population grows and facilities age even further. The reality on the ground is that most of the schools do not have the management capacity, expertise or an appropriate mix of facilities to operate at a significantly higher level of community sports use.

- 13.8 Over the Plan period to 2031, we recommend that three secondary school sites in Burton are enhanced into sports hubs which act as local community leisure centres. There is also a recommendation to consider whether to enhance Thomas Alleyne's High School in Uttoxeter in a similar way or to develop further at Uttoxeter Leisure Centre. For the school sites, this means changes in the mix and positioning of facilities at each location. It also means a sea change in the way that each school site is managed.
- 13.9 It makes sense to add sports hall and ancillary capacity alongside the relatively modern school sports facilities which are currently making some impact in terms of community use: De Ferrers sports hall, Paulet Sports Hall, Blessed Robert Sutton and Thomas Alleyne's artificial grass pitches. These also happen to coincide with locations which are well suited to serve the local community as more intensively managed sports hubs / leisure centres.
- 13.10 This section explores this theme in more detail and recommends how provision of sports halls and swimming pools could be developed during the Plan period. It attempts to offer a vision of what swimming pool and sports hall provision might look like by 2031 taking account of the original FPM analysis and the more in-depth review set out in this report.
- 13.11 It is presumed for all of the proposed developments in this Section that the capital to fund them, wholly or in part, may come from Section 106, Community Infrastructure Levy, or equivalent monies owed to East Staffordshire Borough Council from new housing developments. Where the proposals are on school sites and may benefit curriculum delivery of PE, we would also expect such developments to be eligible to draw upon Section 106, Community Infrastructure Levy or equivalent monies going to Staffordshire County Council.
- 13.12 It is human nature for those reading a Way Forward section to cherry pick the things they like and play down those which do not suit their needs and inclinations. However, it is important to realise that decisions for the provision of sports facilities are long term, usually for fifty years and that there is inter-dependency in the network of facilities. A facility, particularly a new facility, which is not "pulling its weight" in terms of community sport has consequences for the network as a whole. We look first of all at the Borough Council's own facilities and then at the school based provision.

### **Borough Council Facilities**

#### **Meadowside Leisure Centre**

- 13.13 By 2031, Meadowside will be 51 years old. The 2010 refurbishment will be more than 20 years in the past. Sometime before 2020, we believe that East Staffordshire BC should undertake a study to determine whether the Leisure Centre should be totally rebuilt during the Twenties and if so, at what date.
- 13.14 The present site is already good and will be even better with the three areas of new housing which will provide a very local market. Unless a later study provides very compelling reasons to the contrary, we consider that any rebuild should be in situ.
- 13.15 There is one future threat which the Council should be aware of. Having additional housing nearby may increase pressures for parking. It will be very important to protect



leisure centre users' access to the adjacent car park; without that, usage levels at Meadowside LC may fall.

- 13.16 If ESBC conducts a study to consider a rebuild, we recommend the Council undertake Facilities Planning Modelling (or its equivalent at the time) to determine the scale of provision. In particular we think that by then, there may be a need for an eight lane swimming pool as well as a learner pool. This can only be proven by more robust work in future.
- 13.17 If the Council would like to see an example of an eight lane pool with learner pool which Sport England regards as good practice and which is relatively modern and nearby, then Matlock Arc Leisure Centre in Derbyshire Dales is worth a visit. We are not suggesting that the remainder of the accommodation brief at Matlock is relevant to Meadowside LC. By the time the Council comes to consider this matter, there will probably be other examples to look at.
- 13.18 As an alternative to having additional capacity at Meadowside LC, we also recommend that you model a pool on a new site at or near De Ferrers Academy which is considered further below.
- 13.19 We do not believe there is a good case for a swimming pool to serve the communities on the east side of the Trent, even after Drakelow Village is built. The problem is that there is not one community on this side of the River but three or four. The topography is elevated plateaux and hills with the Brizlincote Valley between. This Valley divides Winshill from Stapenhill. The primary road network runs south east – north west. The sole principal route at ninety degrees to this parallels the River Trent. The only other road connection from Winshill to Stapenhill is the winding Violet Way/Beaufort Road route with endless speed bumps.
- 13.20 As discussed earlier, secondary schools do not usually want swimming pools on their sites. If a pool was to be built on the East Bank, it would probably necessitate direct provision. It is better to encourage usage at Meadowside LC for these communities. For some, traffic congestion on the bridges will be a disincentive.
- 13.21 We suggest that consideration is given to extending ESBC's Skyride cycling scheme to encourage users from the East Bank to come to Meadowside LC by bicycle.
- 13.22 The accommodation brief for the dry-side at a rebuilt Meadowside LC will depend on the role envisaged for it at the time. If it is to continue as a flagship for the Borough, with an events capacity, it will need to be larger than that required for a solely local market. Preserving the swimming provision, health and fitness club and at least an ancillary hall will be vital. Any enlargement or reduction of hall space under consideration should be modelled for its impact on the network as a whole which could be significantly different from now by the mid Twenties.

### **Shobnall Leisure Complex**

- 13.23 One of the excellent features of this site is that it combines greenspace with formal sports opportunities. It is really important that this is sustained.
- 13.24 This is one of the best sports halls in the Borough and likely to still be a mainstay of provision in 2031, providing it is well maintained.
- 13.25 There are some threats to its future, which management has already identified. One of these is potential loss of some of the pitch sports business to the rugby club hub, if that

proposal goes ahead. Whilst such issues are not directly related to the sports hall, they affect the level of subsidy needed to keep the centre buoyant.

- 13.26 Although there is a sinking fund in place for the sports hall, the lack of a sinking fund for the existing AGP and athletics track and lots of ancillary accommodation is something with the Borough should address. It is better to have planned renewals than emergency repairs and replacements. The existing AGP and the currently derelict one, if rebuilt with Burton Hockey Club, will both need new carpets, and the athletics track will need refurbishing before 2031. The existing sinking fund for the sports hall may be taken up with the need for a new sports hall floor during that period.
- 13.27 The proposed project for Burton Hockey Club and ESBC to redevelop the old AGP site is very positive. This is the subject of a joint bid by Burton Hockey Club and East Staffordshire BC to the Sport England improvement Fund with the majority of the contribution from the Borough. As part of this redevelopment it is important that there should be sufficient changing facilities for three distinct user groups: a) sports hall, b) artificial grass pitches / athletics track, and c) natural turf pitches. Having insufficient for any one of these facilities is likely to put pressure on the others, will increase cleaning costs and may cause contamination problems on the artificial surfaces. Shobnall Leisure Complex is a strategic facility, available both to existing residents and those who will occupy the new homes. Developer contributions should be found to make this happen.
- 13.28 The facility entrance would also benefit from having a rather more appealing social space. It does not need to be as sophisticated as the café at Meadowside LC, but ESBC could perhaps discuss with Burton College the potential to achieve this either within the existing building envelope or via a small extension at the entrance.

### **Uttoxeter Leisure Centre**

- 13.29 This is currently undergoing a £4 million redevelopment. Unfortunately this will still leave the Town with a local authority sports hall which was undersized when built in the late 1980s and is now well below modern standards.
- 13.30 One option would be to rebuild the sports hall to modern design standards in situ at some point during the plan period. During public consultation for the current redevelopment of Uttoxeter Leisure Centre, we have been told that there was strong support for retaining it at the current site.
- 13.31 An alternative would be to move some parts of Uttoxeter Leisure Centre incrementally during the plan period to the site of Thomas Alleyne's School which is explained more fully below. Eventually this may enable another sporting use to be found for the sports hall and later the swimming pool hall at the current site.
- 13.32 The new health & fitness and studio provision should be retained on this site.
- 13.33 From the limited view we have been able to take remotely of Smallwood Manor, we do not believe that their swimming pool should be considered as long-term community provision. The pool at Denstone College will expire during the plan period with no certainty that the College will replace it. Given the additional housing in Uttoxeter, there may be a case, later in the Plan period, for a larger swimming pool which we would suggest should be a joint Borough and School facility on the Thomas Alleyne's site. Facilities Planning Modelling nearer the time could indicate the size of such a facility.
- 13.34 If during the Twenties, both the sports hall and swimming pool had been moved to the Thomas Alleynes site, the current Uttoxeter sports hall and swimming pool hall together might provide enough space that could be converted for Uttoxeter Gymnastics Club, if

they are still developing strongly. Both parties would have to consider whether gymnastics could co-exist with the Borough's health and fitness provision on this site.

### **School Sites**

- 13.35 It is vital that all schools benefitting from public funds given for community use understand the seriousness of such a commitment. Each school should be willing to sign up to the principles outlined in Section 10.27 above. If any school is not comfortable with this, alternative sites should be sought.
- 13.36 In the current economic climate, it is unwise to assume that publicly funded revenue streams will be available to enable intensive management of sports facilities on school sites.
- 13.37 The proposals outlined below for four sites, three in Burton and one in Uttoxeter, attempt to create a mix of facilities which can run on a balanced budget, when all the principles outlined in Section 10.27 have been observed.
- 13.38 The principal way of doing this is to add to each school site one, or in some cases two, "income generators" which we would expect to yield additional revenue in order support the additional management costs of running these particular schools sites more intensively for community use.
- 13.39 It is always difficult to assess what the principal income generators will be, several years into the future, when some of these facilities may be provided. We have therefore chosen two facility types which have stood the test of time over the past couple of decades.
- 13.40 Health and fitness suites with an accompanying studio are usually only viable if there are more than about 30 stations. It is interesting that many schools, including four of the seven state schools used as case studies in the Ofsted Report, "*Going the extra mile*" have fitness suites with between 17 and 23 stations which are not open to the public. We believe a unit on several East Staffordshire schools sites of about 35 stations, should support a health and fitness club with about 600 – 750 local members. This has to be of sufficient quality and service standards to able to compete with commercial sector offerings nearby.
- 13.41 In Appendix F we have produced some calculations to indicate the impact of adding 140 stations of health and fitness provision in the Borough. These 140 stations are based in four suites of about 35 stations. Each health and fitness suite would be on a secondary school site, and collectively the four suites would provide sufficient additional capacity to cater for resident numbers equivalent to those who will occupy the new housing.
- 13.42 Secondly, five a side "soccer boxes" are a tried and tested commercial proposition. In the commercial sector, all the units are normally found on one site, such as Power League at Stoke and Derby. We recommend installing three such boxes on each of three sites in Burton with co-ordinated programming, leagues and cups run across the Town. We believe this idea may receive a warmer welcome from the Football Association if the boxes are marked for futsal, with appropriate runs offs, rather than all of the participation being of the traditional "off the boards" variety of five-a-side soccer.
- 13.43 The implications for each site are explored more fully overleaf.

## **Thomas Alleyne's High School – Uttoxeter**

- 13.44 With the exception of the artificial grass pitch, the sports facilities at Thomas Alleyne's have little appeal for the community now, let alone in 2031. If any of these facilities are redeveloped in situ, they will suffer from the same poor positioning, away from the public gaze that they do now.
- 13.45 We believe there is a strong case to develop a new dual use leisure centre on the site of the School's farm, alongside the artificial turf pitch. This could be accessed off the mini-roundabout at the southern end of the Dove Way. From discussions, we do not think that this site was considered when the Uttoxeter Leisure Centre redevelopment was subject to public consultation.
- 13.46 The School farm site is a truly wonderful gateway site and could make a high profile statement as to the Town's and Borough's commitment to sport and recreation. It is also within easy walking distance of the Town centre and the retail park. During the evenings and weekends a leisure centre here could operate without needing access to the rest of the School.
- 13.47 This should be master-planned so that the first provision is indoor dry-side, including a new sports hall conforming to Sport England recommended dimensions. This could be one large hall as at Etwall Leisure Centre or a five court hall plus ancillary hall which might provide more flexibility and better income generation.
- 13.48 A further assessment should be undertaken to determine whether a modest health and fitness suite, as described above, of 35 stations and studio could be justified to help sustain the facility financially. As the Borough Council's suite at Uttoxeter Leisure Centre would be open, there may be less need for this Alleyne's suite to open during the school day, although with an ageing population some registered users may want this.
- 13.49 The new build also should include changing facilities for the artificial grass pitch together with appropriate social space. This proposal would resolve so many access problems currently experienced by users of this pitch – the benefit of decent changing facilities, and good social space for the first time and no more 450 yard walks from the car park.
- 13.50 The site could be planned to allow for the addition of a swimming pool several years later, should it be decided to move the principal pool here from Uttoxeter Leisure Centre. This would enable the School to close its ageing pool – if it survives that long!
- 13.51 This proposal really will work best if the community facilities on this site and those at Uttoxeter Leisure Centre are under the same management.
- 13.52 One additional benefit to the school and County Council in this proposal is that it could allow demolition of the existing sports hall at Thomas Alleyne's School and the construction of additional classrooms on a part of the site which will integrate well with rest of the School. The elderly temporary building used for natural grass pitch changing could also be dispensed with, if additional changing is provided down at the new leisure centre at the Farm. If the current swimming pool is closed later, this would provide a further windfall site for redevelopment by the School.

## Potential Developments in and around Burton on school sites

13.53 The purpose of this section is to identify three potential hub sites at secondary schools in and around Burton which can have a combination of facilities for community and school. These will need to generate sufficient income to be self-sustaining without external revenue subsidy but capable of being operated with enough staff that each will be a high intensity site for sports community use.

13.54 The model for each hub is that it will include:

- a modern sports hall to Sport England standards;
- an ancillary hall;
- a floodlit artificial grass rubber crumb pitch of approximately 72m x 36m divided into three units;
- a health and fitness suite with a floor mat area, equipment of 30 – 40 stations suitable for adult community use and School use for Years 9 or 10 and above. The suite should have not too much emphasis on free weights;
- a studio accompanying the health and fitness suite;
- appropriate changing separating the three types - indoor, outdoor artificial and outdoor natural turf. Changing facilities for the fitness suite should be available for the community separate from the School;
- storage for all of the above;
- a good quality social space overlooking some of the activity areas; and
- the fitness suite and studio should be open to the community at certain times during the school day.

13.55 Each of the sites above would be expected to deliver 35 -40 hours of peak time community use per week, year round.

13.56 Given the scale of provision it is likely that this would work best if the management of these three hubs was undertaken by one agency, ideally a third party. This could be the local authority, a leisure management company, a local trust or a “not for profit” company as at Etwall LC.

13.57 Whether this is feasible depends to a significant extent on how Staffordshire County Council chooses to fill the need for additional secondary school places caused by the “Burton bulge” in primary schools and resulting from the new housing.

13.58 There will be many considerations which the County has to take into consideration in schools planning for the area and sports facilities are only a minor part of this. However we believe that the following proposals will work best if the County decides to increase the size of existing Schools first and resorts to building a brand new secondary school at some time during the Twenties when there is minimal additional potential to increase capacity in the existing schools further.

13.59 During some interviews we received concerns that the County might develop a new secondary school early in the East Staffordshire Local Plan period, putting large resources into one site whilst withholding improvements at existing schools; this came was from more than one school – but we will allow them to make such representations themselves to the County.

13.60 In 1990, at a time when there were spare places in many Telford schools in Shropshire, the Government paid directly for a brand new school to be built, Thomas Telford City Technology College. This caused great acrimony with existing schools at the time, like now, when they felt seriously starved of resources. Schools in Telford refused to have dealings with the newcomer and some incidents reached the national press.

13.61 We believe that existing Burton Schools will be far more willing to work together in all sorts of ways, including community use of sport, if they have been the beneficiaries of capital improvements first, in order to assist in increasing numbers on roll. They will then find it easier to welcome a new school into the network.

13.62 The Facilities Planning Model has suggested that the current spread of sites for sports halls is good. Improving and adding to what exists on selected secondary school sites would work better from a community perspective than the addition of one new community leisure centre at a brand new school.

### **De Ferrers Academy**

13.63 The location of De Ferrers Academy is very well placed to deliver community recreation to the north of the Town, Horninglow, and Stretton as well as Rolleston and Tutbury.

13.64 The best way to achieve this would probably be to build on part of the playing field north of, but contiguous to, the existing sports hall. This would require compensatory playing field space. Ideally this would come from the southern part of the Tutbury Road / Harehedge Lane development site which might impact on the housing allocation.

13.65 Despite being modern, the current sports hall is now below Sport England design standards for community use. A study could be undertaken to determine whether the following is feasible:

- divide the existing sports hall into a two badminton court hall;
- the remaining two courts could potentially split level with an enlarged fitness suite above and a studio below. The suites should comprise a floor mat area; equipment of 30 – 40 stations suitable for adult community use and School use for Years 9 or 10 and above. The suite should have not too much emphasis on free weights;
- a new sports hall to the 2012 design standards could be built attached to the north of the present one;
- adequate changing facilities should be provided for school and community across the whole Trent site; and
- the small artificial grass pitches for futsal / five-a-side soccer may be located on the eastern end of the tennis courts. They would need to be floodlit and the present area enlarged slightly. Alternatively, they could be new build but this would require more compensatory playing field space.

13.66 This suggestion would really work much better if a second vehicular entrance for community users could be opened up off Bitham Lane where there is currently only a pedestrian access. This should then lead to a new car park to the north of the sports hall. To really open up the site, a pedestrian access from the end of De Ferrers Croft would enable users to walk to the site from all directions. It might also encourage more schoolchildren from south east of the site to walk to school.

13.67 The Academy has advanced plans for an additional building (non sporting) to the south of the existing sports hall which will have potential for additional community cohesion.

13.68 We do not believe that a swimming pool on this site is likely to be the best option. We are aware that there is a small 15m x 5m pool at Fountains Primary School nearby. However it may be worth scenario testing by the Facilities Planning Model for a 25m x 8.5m (4 lane) pool at this location if the De Ferrers Academy is not wholly against the idea. This would need a completely different management model and financial package. It would almost certainly require a revenue subsidy for the site. Nevertheless, we suggest that master planning of the site should allow for this, should it be needed during the Twenties.

13.69 If sufficient indoor new build is created for delivery of the PE curriculum, it may be possible for the School to dispense with the gymnasium and contiguous old changing rooms on the Trent Campus to create additional space for other purposes, if needed.

### **Paulet High School / Blessed Robert Sutton Catholic College**

13.70 If this is to be the dry-side community recreation centre for the existing communities east of the Trent, plus some of the new Drakelow Village residents, it is vital that it develops as a joint site for community use across both sites, whatever is happening at School level.

13.71 If at all possible, the two schools should avoid duplicating specialist facilities. Ideally the Schools and their PE departments will enable some curriculum use of one another's facilities. The objective should be that every teenager leaving either school should feel comfortable playing sport in any of the facilities across the joint site.

13.72 In relation to community use, Paulet High School should have sports facilities for community use which consist of :

- existing sports hall;
- existing gymnastics facility which will continue with East Staffordshire Gymnastics Club;
- a health and fitness suite with a floor mat area, equipment of 30 – 40 stations suitable for adult community use and School use for Years 9 or 10 and above. The suite should have not too much emphasis on free weights; and
- a new studio.

13.73 The two new features should be open to the community during the day. These could be attached to the north side of the sports hall. They should be reached during the school day from a separate community access using the route off Stanton Road and fenced so that school safeguarding issues do not arise.

13.74 The Blessed Robert Sutton side of the site has already benefitted from two external awards to build the artificial grass pitch (Football Foundation) and sports hall upgrade for table tennis (Sport England – Lottery). Unfortunately there is still no obvious reception point for the AGP. All the changing facilities are attached to the sports hall and involve a detour which community users will simply not undertake.

13.75 The best solution would be to construct a pavilion with changing facilities and social space overlooking the AGP between the pitch and Bluestone Lane. The hard play area with basketball markings on the north side of Bluestone Lane could be doubled as a community users car park – ideally improved somewhat.

13.76 The AGP seems to be almost full and yet the School is operating this on a system which is essentially lettings with one third-party individual providing additional cover.

13.77 Increasing sports income generating activities indoors at this site will be very difficult. The School has a long term and successful partnership with Burton Uxbridge Table Tennis Club. This takes up three evenings of the sports hall during the week and some weekends. As discussed earlier it would be preferable to move the one evening of adult soccer outdoors to limit further damage to the sports hall.

13.78 Table tennis has always been a sport which relies on economical venues. In another part of the Midlands we recall a specialist table tennis centre where the local players walked away from a brand new venue when asked to pay market rates for a sports hall.

Increasing charges to Burton Uxbridge Club beyond what the Agreement states is not an option.

- 13.79 Additional income to pay for increased management will therefore have to come from outdoors. One option would be to introduce a unit of three five – a – side areas alongside the artificial grass pitch. It may just about be possible to fit these in at the east end of the full sized AGP with a new installation of 72m x 36m. This would require movement of the long jump pit. It will also take out the grass running track which is currently around the AGP.
- 13.80 Loss of playing field space would have to be justified to Sport England.
- 13.81 The gymnasium is old. We question whether it is worth spending major sums on renovation. Lack of storage is an issue. There appears to be an almost sterilised triangle of land south of the gym but it would need an intensive high quality sports user to warrant spending a lot of money on this facility. Nevertheless there is a lot of modern changing close to this old gymnasium.
- 13.82 Indoors, the School could stick with one primary user, the Burton Uxbridge Table Tennis Club or could seek a second anchor tenant interested in Thursday and Friday evenings and some weekends. One or both of these tenants might want to hire the gym on occasions. Table tennis has spoken of this in the past but we do not believe they are yet of a size to justify it.

### **The Third Site – John Taylor High School or the proposed new secondary school**

- 13.83 The third sports hall site for intensive management needs to serve Burton residents south and west of the Town. Paget High School is really too close to Meadowside LC and Shobnall Sports Complex and their school site is constrained.
- 13.84 It is difficult to assess the new secondary school as a prospective location for the delivery of community sport when the site has not been determined. Some suggestions have been made that this may be adjacent to the proposed new rugby sports hub between Tatenhill and Branston, across the road and south from the largest housing allocation at Branston Locks (2,580 homes). Further speculation without more information is unhelpful.
- 13.85 The John Taylor High School site has the advantage of existing links to villages across the southern portion of the Borough as well as serving Barton-under-Needwood itself. For those with a car, Branston Locks (2,580 homes) and the South of Branston site (660 homes) are both within an easy drive, one short junction down the A38 (T). If the proposed Walton by pass and river crossing is implemented, residents at the southern end of Drakelow Village will also find the John Talbot site easy to reach.
- 13.86 This will be true particularly if the School is able to develop their new circulation for car parking. Community users from the A38(T) should then be able to reach the site without having to drive through the Village. The School's leisure facilities will not be particularly prominent from outside the School's curtilage, but they will be a good deal easier to access if this new entrance can be developed.
- 13.87 The School believes they have the potential to acquire land east of their current site from a trust. This could enable them to replace playing field space lost in redevelopment.

13.88 The model for development here would therefore be:

- a modern sports hall to Sport England standards;
- an ancillary hall;



- a floodlit artificial grass rubber crumb pitch of approximately 72m x 36m divided into three units;
- a health and fitness suite with a floor mat area, equipment of 30 – 40 stations suitable for adult community use and School use for Years 9 or 10 and above. The suite should have not too much emphasis on free weights;
- a studio accompanying the health and fitness suite;
- appropriate changing separating the three types indoor, outdoor artificial / and outdoor natural turf. Changing facilities for the fitness suite should be available for the community separate from the School;
- storage for all of the above;
- a good quality social space overlooking some of the activity areas; and
- the fitness suite and studio should be open to the community at certain times during the school day.

13.89 The detailed brief for this site should determine whether instead of a new ancillary hall it is worth preserving, reroofing and reflooring the present sports hall as an indoor cricket centre. At 32 metres it is rather short for this purpose, but there do seem to be a number of indoor cricket bookings from village clubs. Cricket often wants a hall for only three months in the year, which is potentially disruptive to other users.

13.90 As with the other two sites above, the reason for providing all of this additional sporting provision is to pay for management expected of an intensive use site open 35 – 40 peak period hours per week, year round.

### **A Climbing Facility**

13.91 There could be a need for one new climbing facility. This should go one of the intensive use sites where it could be managed more effectively.

13.92 A good example of how this can be achieved is to add an extra bay to the sports hall but as a different room (not in the corner of a hall). This was done successfully at Sport Martley in Worcestershire about 15 years ago and still seems to be working well.

13.93 Given the fact that the Paulet HS sports hall is already built, the candidates for this addition should be De Ferrers Academy, Thomas Alleynes HS, John Taylor HS or the new secondary school. The decision should involve local climbing clubs.

### **The other three state schools**

13.94 Paget High School, Abbot Beyne School and the JCB Academy are not obvious target locations to deliver community use intensively.

13.95 Paget HS would benefit from some support from East Staffordshire BC's sports development team to see whether they can become an improved gateway to encourage pupils and their parents from the southern end of Burton on Trent to use Meadowside LC or Shobnall Leisure Complex.

13.96 Facilities at Paget HS are unlikely to attract many community users at present but given some advice and support, they may be able to do a little more through casual lettings. If they could find an anchor tenant for a different sport to table tennis, but one which could develop a long term relationship with the School, it might justify investment for a redevelopment project similar to that Robert Sutton Catholic College, which is another site where there is an elderly, slightly undersized sports hall.

13.97 There may also be potential for Paget HS to develop an outdoor activity focus, perhaps linking more effectively with the two rowing clubs and Burton Canoe Club as the School

has frontage onto the River Trent. More precise details of this suggestion are beyond the scope of this report.

- 13.98 Abbot Beyne remains the most problematic. The School advised us that the County Council wants them to almost double their numbers on roll without any improvement in their exceedingly geriatric gym facilities.
- 13.99 One challenge facing the School is that they require improvements to PE facilities, ideally both indoors and outdoors. To do this will almost certainly require some building on playing fields. This may result in School aspirations which need to be tempered by the National Policy on Playing Fields, as expressed in "A Sporting Future for the Playing Fields of England".
- 13.100 Whilst the School's case for improved sports facilities for curriculum delivery is particularly strong, the Facilities Planning Model study of sports halls in 2013 does not indicate any specific shortfall of provision for the community in Winshill. The community justification for a new sports hall with a general balanced programme appears weak.
- 13.101 One way around this may be for the School to look for a sports specific club partner who has a community need for sports space and who might be interested in having an anchor presence at the Abbot Beyne site. Blessed Robert Sutton Catholic College has done this successfully with Burton Uxbridge Table Tennis Club. Something similar, in a different sport, might work for Abbot Beyne School, enabling them to achieve enhanced PE facilities which are of genuine benefit to a part of the sports community. Such a suggestion requires far more work.
- 13.102 The JCB Academy is unlikely to be prioritised for funding given its remoteness from most of the housing to be constructed. If the Academy's sponsors can be persuaded to take a further look to improve the design of the sports facilities, particularly the sports hall and changing rooms, it may be possible to make the site more attractive to community users. However the community demand for the two court hall in this location is far from clear. It is never likely to be more than a site for lettings to clubs and community groups.

### **Independent Schools**

- 13.103 There are no recommendations for developments on the independent school sites. We believe that these schools will follow their own course, finding money for sports facilities through the challenging route of alumni fund raising. Each school's willingness to offer community use at any one time will be driven by the expectations of boarders, day pupils and parents who are paying to sustain the school.
- 13.104 Denstone and Abbotsholme seem to have an affinity with cricket clubs wanting nets in the winter terms – January to March. This is really helpful because it does not then disrupt bookings at other halls which have sports needing more year round access.
- 13.105 Denstone and perhaps Smallwood have a valuable role to play in the short to medium term offering swimming opportunities. If these facilities disappear or become unavailable to the community, it will increase pressure for additional swimming provision in Uttoxeter.
- 13.106 With some sensitive negotiation, Denstone College (for Denstone Village), Abbotsholme (for Rocester) and Abbot's Bromley School (for Abbot's Bromley Village) may be persuaded to take on a role nurturing community recreation opportunities for these very local markets. We did not gain the impression that they focus on this currently, but it is could perhaps be justified to governors as a good neighbours policy. It is probably happening to some extent already.

## **Sports Hubs**

- 14.1 From the previous section it is apparent that we are advocating the development of four new sports hubs on school sites, one in Uttoxeter and three in Burton: De Ferrers in the north, Paulet / Blessed Robert Sutton, East of the River Trent and either John Taylor or the new secondary school south and west of Burton.
- 14.2 As part of the brief we were asked to consider whether any of the sports hubs already proposed could match those recommended for sports halls and swimming pools. The sports hubs on the Pre-Submission proposals maps were derived from work done on the PPG17 Local Assessment and the subsequent Outdoor Sports Delivery Plan. The brief for this focused upon outdoor sport and therefore opportunities to link indoor and outdoor may not have been explored fully.
- 14.3 Many of the secondary school sites have relatively tight sites and so the opportunity to develop sports hubs for pitch sports there may have been considered and rejected.

## **Shobnall Leisure Complex**

- 14.4 This existing sports hub is discussed fully in this report in respect of indoor facilities.

## **Tatenhill Branston Rugby Club hub**

- 14.5 If the new secondary school is sited next to the proposed rugby club site this will clearly offer opportunities for indoor and outdoor development to be matched, contingent upon both parties being willing to shape layouts and designs to work for club, community and school use.
- 14.6 As we have discussed earlier in this report, we hope that the new school does not come on stream for some time. However we do hope that the site is identified and secured sooner rather than later. If this happens, and if it is adjacent to the proposed rugby club site it would be incumbent on the Club to try and master plan their site with the County in such a way that several years later, when the school is built, the two fit together as seamlessly as possible.

## **Holland Sports Club – Barton under Needwood**

- 14.7 This Club's site is almost entirely on Category 2 flood zone land east of the Village. This is not an ideal site for major swimming pools or sports hall buildings. The new housing development site is very close to Holland Sports Club, but Barton is a sufficiently small settlement that it is feasible for residents to walk to anywhere in the Village.
- 14.8 Thomas Russell Junior School is close to the Holland Sports Club hub. But the PE needs of John Taylor High School are better served if any new sports hall development goes there rather than at Holland Sports Club. Thomas Russell Infants School is right next to John Taylor High School and if John Taylor HS feel there are opportunities for very young children to gain curriculum experiences on newly developed sports facilities, they are better placed to deliver them than a voluntary sports club.

## **Oldfields Sports Ground – Uttoxeter**

- 14.9 This is a current sports hub for football, cricket and rugby outdoors. It is a tight site lacking space for further development. The only way of creating a community sports hall and or swimming pool here would be to decant the existing pitch sports users, which would be counterproductive.

14.10 We believe that this site may have been one of the options considered for the relocation of Uttoxeter Leisure Centre and rejected. It is between the sites of two middle schools, Oldfields Hall and Windsor Park. To this extent, a sports hall here, utilized by the two schools during the day and available to the community in the evening could have been a valuable asset. However, East Staffordshire BC has decided for the time being to continue with Uttoxeter Leisure Centre at its current site. Any provision at Oldfields Sports Ground would be duplication.

#### **Uttoxeter Quarry**

14.11 We were not asked to visit this site The Outdoor Sport Delivery Plan states:

14.12 *"We recommend that this site has the capacity/potential to address additional demand arising from housing growth and seek to replace other sites being decommissioned in the area (i.e. Pennycroft). In addition, this site could meet the needs of Uttoxeter Cricket Club and as such, ESBC should seek compensation if, in the future, a planning application is made on the Racecourse site (current home ground to Uttoxeter Cricket Club)."*

14.13 From maps and aerial photography, the site appears to be in open countryside north of the A50 albeit close to Uttoxeter and with good road links to the wider area.

14.14 No school would be able to utilise this site for regular PE lessons. Any sports hall or swimming pool provision would need to be direct and the sports hall would stand empty for most of the day with concerns of vandalism in an isolated location.

14.15 If the Authority decides to improve sports hall and swimming pool provision in Uttoxeter by moving from the present site, the Thomas Alleyne's High School site, discussed above in sections 13.44 to 13.52 is light years ahead of these two other sports hubs in Uttoxeter as the best site for indoor provision.

# 15: Conclusions and Executive Summary

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## Conclusions and Executive Summary

- 15.1 **We were tasked with auditing what is physically in place in terms of sports hall and swimming pool provision for the sites included within the brief. We have also looked to see any evidence of additional facilities not currently included in the Facilities Planning Model (FPM) that could potentially contribute additional capacity to the pool and hall supply for East Staffordshire.**
- 15.2 We did not find any additional sites not currently included in the FPM, although we looked hard. In doing so, we came across Uttoxeter Gymnastics Club and Burton Canoe Club, both of which occupy buildings which look, externally, like sports halls.
- 15.3 This audit work is covered in Sections 3 -8 of the report which reviews individual sites. There are some differences between what is recorded in the Active Places database, upon which Facilities Planning Modelling is based, and what is there on the ground. These differences for sports halls are summarised in the table in Appendix E.
- 15.4 In general, there appears to be less capacity than the Active Places / FPM supply base first suggested. The distribution of sites for sports halls particularly, is very good for a local authority which is both rural and urban. The Model reflects this with relatively little unmet demand. The problem is that too many of the school based facilities are old, unattractive and accessible only via sports clubs or community groups.
- 15.5 **For the second part of this study, we conducted intensive interviews with key personnel at each school site to understand what community use is happening currently, and what agreements, if any, are in place to secure this community use.**
- 15.6 **We were asked to determine to what extent community use on each site is secure, or whether it can change suddenly in the event of local changes in key personnel or policy priorities.**
- 15.7 The answer is that it is unsecure at almost all school sites.
- 15.8 For example: The Borough Council has a very comprehensive community use agreement with Thomas Alleyne's School and Staffordshire County Council for the artificial grass pitch; but it has a twelve month break clause. The agreement between Staffordshire County Council, Paulet High School and East Staffordshire Gymnastics Club also has break clauses which put a substantial annual revenue subsidy at risk. We believe the most robust agreement may be that between Robert Sutton Catholic College and Burton Uxbridge Table Tennis Club – although the school could not find a copy, it is working on the basis that there are 19 years left to run (out of 25).
- 15.9 All too often community use agreements are dusty forgotten documents. Key individuals who really need to know the parameters under which they are working, sometimes do not even know of their existence.
- 15.10 Robert Sutton Catholic College is also fulfilling its Football Foundation grant conditions for the artificial grass pitch by keeping a sinking fund. The three partners for the AGP at Thomas Alleynes are bound by their agreement to have a sinking fund.
- 15.11 The vast majority of community usage at school sites is casual lettings. There is considerable stability of bookings with a turnover so low that it indicates no growth. Some lettings have been for short term, grant-aided programmes which have ceased when the revenue grant expired. Clubs and community groups have no security, should the host school decide to change policies.
- 15.12 Changes in key personnel at schools can and do have major impacts on the amount of community use. The clearest example of this is De Ferrers School. Following the change of

Principal three years ago, the community use has gone from almost zero to one of the most proactive in the Borough.

- 15.13 These are important findings for the future. If the strategic approach is to rely on schools sites to deliver a significant part of community recreation, it will be vital to have more robust agreements in place to secure this for the life cycle of each facility. Without such agreements, it is likely that, when times are tough, schools will prioritise their own curriculum needs rather than those of the community.
- 15.14 **We reviewed both existing and additional facility providers' ability and desire to contribute additional pool and hall capacity by increasing opening hours or changing their form of management.**
- 15.15 There are subtle differences between the attitudes of the schools. The answers we received at interview may be partly influenced by the views of the individuals we interviewed, although we pressed hard to establish how much this reflected the views of the headteacher and school governors.
- 15.16 In general schools are satisfied with the level of community use which they have currently. Only at De Ferrers, where there is a Community Sports Manager and team did we find more proactive attempts to increase usage of the facility.
- 15.17 The position at the two independent boarding schools, Abbotsholme and Denstone College is different. They are happy with current community use levels but will always prioritise the needs of their boarding students. If they cease to satisfy these students and their parents, they will cease to be in business.
- 15.18 **Test the achievements of and capacity for making better use of existing facilities – will their management allow for and absorb growth in demand?**
- 15.19 Most of the state schools feel they are doing as much as they can within current resources. Taking risks to increase community use is not seen as a priority for the school. Many of those interviewed believed that what they have to offer in the way of facilities is sufficiently unattractive that the community would not be interested, even if more marketing efforts were made.
- 15.20 One of the problems with some of the Active Places database entries, is opening hours which may, at some point, have reflected a theoretical accessibility but do not reflect a deliverable reality. For example at the large, modern Etwall Leisure Centre the off peak hours are significantly inflated because there is no recognition of the fact that the school occupies the sports hall for most of the school day and the pool has primary or secondary school curriculum swimming for much of the time.
- 15.21 There are other examples where the database hours seem too high because whilst these are theoretically available, the school in question has insufficient resources to open up for the entirety of these.
- 15.22 A more fundamental problem is that many of these facilities are open for only a limited part of the year. For example, at John Taylor High School the site is not open to community users at all during school holidays. The site is also closed on Sundays except in the winter term when the sports hall is opened for Barton Cricket Club to use the nets.
- 15.23 **This report also makes recommendations on how and where facility supply might be improved in future in order to match expected demands resulting from the changing population profile and increase in numbers. This is written up in the Way Forward section 13.**
- 15.24 The constraint of needing to manage community use facilities on a school site intensively but without an external revenue stream is a significant one. It requires both a critical mass

of facilities to create a sports hub, but also a suitable mix of facilities, some of them known income generators, in order to pay for management who can offer a genuine full community leisure centre experience. There is also a need to upgrade certain changing facilities, storage and create appropriate social spaces to enable this to happen.

15.25 The recommendations for the future, detailed in the Way Forward Section, are a combination of rebuilds to some of the local authority's own facilities prior to 2031, combined with several new facilities on school sites. The new facilities on school sites are intended to allow community leisure centres with higher intensity management to take a greater proportion of the demand for sports halls and swimming pools than they are doing now through current management approaches which are predominantly sports club and group lettings based.

15.26 In general, schools are unlikely to change their current levels of involvement with community use, unless provided with the inducement of significant new capital build which can be used for PE curriculum. From their perspective, community use is a bonus; although particularly at De Ferrers Academy we found already a greater appreciation of the wider benefits of community use of the school site and key staff seem committed to acting upon this.

15.27 In the Way Forward section, we have detailed which schools we are recommending for improved sports hall facilities, together with combinations of health and fitness and / or five-a-side areas, plus appropriate accompanying changing and ancillary facilities. The three in Burton are:

- De Ferrers Academy;
- Paulet School and Blessed Robert Sutton as a joint site; and
- Either John Taylor High School, Barton-under-Needwood OR the proposed new school if it is in the vicinity of the proposed Burton Rugby Club site. The former looks the better option at present.

15.28 The Way Forward section also makes recommendations about Uttoxeter.

- Either rebuild the sports hall in situ at Uttoxeter Leisure Centre to create a dryside which meets modern day expectations;
- Or work with Thomas Alleyne's School to develop a community leisure centre on the site of the School farm. With this option it would mean splitting public health and fitness provision between the Uttoxeter Leisure Centre site and Thomas Alleyne's. However Alleyne's will need a new sports hall before 2031; so if the Borough chooses not to partner with them on an intensively managed facility, at least with the sports hall, it could create some duplication.

15.29 Current community use agreements in East Staffordshire are insufficiently robust. If the Authority wishes to work with partners to intensify sporting community use of certain school sites, it will be vital that all partners have a:

- Willingness to create a sports hub with facilities grouped together for easy management and a mix of facilities which can be operated without needing a long term revenue subsidy. Intensive management cannot be justified without high throughput of users and the mix of facilities must enable this.
- Willingness of interested parties to enter into a long term, legally binding agreement to deliver the objectives of the project. This needs to be without break clauses, and should be for at least the minimum expected life cycle of the sports building / facility. The agreement needs to protect facilities such as a community sports hall from non-sports usage such as examinations which can disrupt sports programmes

for several weeks. It also needs to secure the facility from arbitrary changes in attitude which may come with turnover in senior personnel at the school, local authority or other partner agencies.

- Willingness to accept that certain sports / activity sessions will generate less income than others but that maximising participation requires inclusion of some of these loss leaders.
- Willingness to recognise that sustaining the facility means looking at whole life costs and setting aside sinking funds for planned maintenance and renewal during the life cycle of the building for major items like a sports hall floor.
- Willingness to accept that intensive management means being open 35 – 40 hours per week, year round.
- Willingness to market intensively and develop participation in sports halls, in health and fitness suites, on artificial turf and in swimming pools (depending on the accommodation available) in order to fill those facilities for 35 – 40 hours per week, year round.

15.30 Schools who find conditions such as these too onerous are less likely to be suitable partners to become a community leisure centre. It may still be possible to work with a school which wants a lesser engagement, but if a high intensity model will not work for them, they should not be considered as a sports hub.

15.31 Appendix F sets out some calculations to indicate the impact of adding 140 stations of health and fitness provision in the Borough. These 140 stations, based at four suites of about 35 stations each, would be on the secondary school sites listed above. This increase in health and fitness provision essentially caters for the additional residents who will occupy the new housing nearby.

15.32 The Way Forward also makes a recommendation that the Borough should determine by 2020 whether Meadowside LC should be rebuilt during the Twenties and if so, decide at that time what the precise facility mix should consist of.



## Extended version of Section 4:

### Borough sites in Burton – on -Trent

#### Meadowside Leisure Centre

##### Location and External Appearance

- A.1 Owned and managed by the Borough Council, Meadowside is on the edge of Burton's town centre where it meets the flood plain of the River Trent. The River provides a natural barrier to the east, crossed by the A511 at Bridge Street. The A5189 further south requires a circuitous drive around the Town Centre to reach the leisure centre. The footpath and cycleway across Ferry Bridge offer a lengthy third route across the River. Close by is the main library for the Town. Meadowside LC increases the reasons for local people to visit the Town Centre. Along with Shobnall Leisure Complex, it is well placed to serve the more deprived wards of East Staffordshire which are all found in and around the Town Centre.
- A.2 At present the site does not have much residential housing in the immediate vicinity. However this will change during the plan period with the development of Bargates and the two Molson Coors sites which will bring an additional 650 homes within walking distance. This will improve a site which is currently good to very good.
- A.3 Meadowside LC is the logical first choice for those who want a public swimming experience in the Town of Burton. Some of the challenges faced by the site are the ability to serve communities on the east side of the River Trent, bearing in mind that the two road bridges often suffer significant traffic congestion.
- A.4 The exterior of three facades at Meadowside LC look dated and very 1980 in terms of square, boxy appearance. Approaching from the south and the Library, the swimming pool exterior with its modular panelling looks more like an office block. However the Council has gone to great lengths to liven up the principal approach with green cladding and a lively interesting main entrance. The large prominent signage on the north façade of the building, which would make it visible from Bridge Street, has unfortunately been screened out by the growing line of trees.

##### Active Place Audit Issues impacting on FPM

- A.5 The Active Places database has an error in length of sports hall. Dimensions should be 32m x 26m (not 30m). The effect is to increase area from 780m<sup>2</sup> to 832m<sup>2</sup>. On the Technical Specification, this is the smallest possible area which the Model allows for a six badminton court hall and the largest for a five court hall. In 2013, it was modelled as five. However as there is a hall divider which compromises the run-offs, it is probably best to leave this in the Model as five calculated courts.
- A.6 The hall was modelled as a 1980 building refurbished in 2010. Somewhat curiously the sports hall appears to be registering as a 1980 building on FPM. This suggests it was specified without a refurbishment in the Technical Specification for the 2013 FPM study. The building was extensively remodelled in 2010 including the reception, café and changing rooms and these are all attractive areas for users. However the main sports hall itself was not remodelled. This is already dated in the design and décor. For example, the sports hall floor is Granwood, an unforgiving block with no point or area elasticity. This is relatively unattractive for badminton despite being the largest public sports hall in the Borough. Fortunately the ancillary hall has a good semi-sprung Junckers floor. The walls in the main sports hall have dark panelled wood in a distracting herring bone pattern above about 2.5 metres. The layout of courts is old fashioned. Marking out two basketball courts leaves both undersized. It is highly questionable whether this will be perceived as a good quality, flagship sports hall for Burton-on-Trent by 2031.

- A.7 It may be possible to improve the width of the hall to 27,15m to meet current standards if the Authority feels there is limited need for the retractable seating and the standing area. However, in the previous year, almost 7,000 attendances were by spectators. In addition, it is the 32m dimension which looks more undersized by standards adopted in 2012. Current advice for a six badminton court hall is for 34.5m x 27m x 7.5m clear height.
- A.8 The ancillary hall does look modern and attractive. If further FPM local analysis is undertaken in future, it would probably be better to give a manually selected attractiveness weighting to reflect the differences in Meadowside's two halls, whilst allowing for the likely impact on customers of the refurbishment which has taken place elsewhere in the building.
- A.9 The dimensions of the main pool are correct. The teaching pool is actually 16.7m x 7 metres (not 13 x 8m) but as 16m<sup>2</sup> consists of steps into the water, this should not really be counted as usable area. The difference in area is insignificant (104m<sup>2</sup> was modelled whereas the actual usable area is about 100m<sup>2</sup>).
- A.10 The pool hall was refurbished and has a clean and well-maintained appearance. The pool edging, tiling and style of roof give an older feel which may be a disincentive for some customers, but should not have a major impact as the changing facilities look so good. From the outside, it does not look like a pool hall at all. This is likely to be exacerbated in 10 to 15 years' time.
- A.11 The FPM Modelling for the two tanks was done on 51 peak hours and a further 35.5 off peak hours. The off peak appears a little high, particularly in the teaching pool. The training pool also appears to have about 10 peak hours in weekday evenings with spare capacity in actuality. The FPM runs are filling this spare capacity in their theoretical modelling. But these are not huge disparities which might explain variance between FPM and actual throughputs.
- A.12 The main sports hall and the ancillary hall at Meadowside are predicted by the Facilities Planning Model to have an annual throughput of 131,427 annual visits. The actual total for the main sports hall in 2013-14 was 50,985. The figures supplied to us indicate 27,360 additional usages should be attributed to the ancillary hall. Together the two halls produce a figure of 78,345 which is about 60% of the predicted FPM figure.
- A.13 For the two swimming pool tanks the throughput figures consist of Pool Hire 18,140, Swim Courses 33,722, general swimming 74,200, and parent swim/ free entry U3s of 39,488. These total 165,550 user visits compared to an FPM modelling of 239,927. This is about 70% of the theoretical FPM figure.
- A.14 For both the sports halls and the swimming tanks the actual throughputs seem to be significantly less than those predicted by the Model. The reasons for this are not obvious. Part of the issue may be that a facility at 100% capacity, which the Model is predicting for Meadowside LC currently, is very full indeed. In actuality, some users may have found the facility sufficiently busy that they have chosen not to come. Related to this issue may be the explanation that the age of the unrefurbished activity spaces – the main sports hall and the two pool halls - may be acting as a disincentive to some degree even though the rest of the building looks really good.
- A.15 In both of these cases, it raises the question of whether this demand has been displaced to another facility or whether it remains unsatisfied.

## **Shobnall Leisure Complex**

- A.16 Shobnall LC started as an outdoor sports venue and still has extensive natural turf pitches. During the 1980s an artificial turf pitch was added. This is now derelict but subject to a proposal for reconstruction. This is the subject of a joint bid by Burton Hockey Club and East Staffordshire BC to the Sport England improvement Fund with the majority of the contribution from the Borough.
- A.17 The athletics track and a second synthetic turf pitch were added in 1992. There are six tarmac tennis courts, three of them double marked for netball, a freeplay outdoor basketball court also with tennis markings, a crown bowling green, skateboard facility, and an extensive equipped children's play area.
- A.18 The sports hall was a joint venture with Burton and South Derbyshire College opened in 2002. It has modern good quality changing facilities which are compromised somewhat by overuse. The outdoor changing facilities are antiquated and unsatisfactory, leading users to want to use the indoor changing facilities if permitted, causing potential problems of over-crowding. This may be addressed by the proposal for the new synthetic pitch which includes additional changing for outdoor use.

## **Location and Approach**

- A.19 Shobnall Leisure Complex is on the west side of the Burton with a long west boundary formed with the A38 (T) dual carriageway. To the south lies Marston's Sports and Social Club and industrial site. The eastern boundary is the Trent and Mersey Canal with Shobnall Marina close by. Beyond that to the east, the terrace housing is dense plus some later infill.
- A.20 The principal vehicular points to cross the A38 (T) are at Shobnall Road to the west and Belvedere Road to the north. At present there is limited and linear settlement west of the A38 (T) around Shobnall Road. This will change with the development of the Branston Locks area with 2,580 homes. The northern access point for this is relatively close to Shobnall Leisure Complex.
- A.21 Like Meadowside, Shobnall LC is well placed to serve some of the most deprived wards in the Town. Some of the transport network barriers (A38 and canal), plus extensive natural turf pitches around the sports hall complex, mean that fewer users are likely to walk to this sports hall, especially after dark.
- A.22 The sports hall building is really well located as one enters the site and forms an obvious focal reception point for anyone arriving for the first time. The curved roof and modern entrance hall and desk, are quintessentially a dry sports facility from the millennium which continues to appear attractive to customers twelve years later.

## **Active Place Audit Issues impacting on FPM**

- A.23 Like Meadowside, Shobnall LC is also well placed to serve some of the new housing. Although not quite as close as the Bargates development will be to Meadowside LC, the northern end of the largest new housing site, Branston Locks (2,580 homes) will be close to Shobnall Leisure Complex. Because of the transport barrier of the A38(T), residents of the northern part of Branston Locks will use the B5017, Shobnall Road, as their most direct access into Burton-on-Trent. This means they will pass the entrance to the site of Shobnall Leisure Complex going to and from Town. This should enhance usage of the Shobnall LC site.
- A.24 Shobnall Fields sports hall is arguably the most future proof in the Borough for a variety of reasons. Firstly the dimensions of 36m x 18m x 7.5m conform to current requirements in respect of four court sports halls except in relation to width – 20m minimum is the new 2012

recommendation. The extra length has the potential to satisfy netball far better than Meadowside LC, although the width is now less than recommended standards.

- A.25 The dimensions are slightly larger than the 33m x 18m recorded in the Active Places database but the additional length will not impact on the calculated four courts for FPM purposes.
- A.26 The position of storage areas for the sports hall is not ideal. Two of them, one for the College and one for the Borough are at the north (short) end of the hall. There is also a further store which necessitates wheeling equipment across the main access corridor. Between them, these three have 72m<sup>2</sup> of storage whereas recommendation would be for 81m<sup>2</sup> for this floor area. The Borough's main storage area was well organised and storage did not seem a problem. However this did raise the question as to how wide and balanced a programme (in Facilities Planning Model terms) is being offered at the sports hall. It is not necessarily a problem for a particular sports hall to have more of a focus for particular sports providing alternative provision nearby is able to pick up any demand for other sports not catered for.
- A.27 The area elastic sports hall floor is appropriate, particularly for adults. The wall colours and lighting appear good and the views into the hall from the entrance corridor attractive.
- A.28 Like any well run local authority sports hall, it is difficult to book a casual badminton court in the middle of weekday evening. However there are quieter times with some spare capacity on some evenings at 5pm and 9pm.
- A.29 Given Burton College's use of the sports hall, the FPM's technical specification, with 45 weekly hours of off peak usage, appears too high. However, the way the Model is set up, this is less of an issue than if the peak hours had been overstated.
- A.30 The authority's figures for throughput at this sports hall are for just over 36,000 annual visits. The FPM is indicating a theoretical figure of 65,800. Actual is 55% of theoretical. This is marked a disparity and the reasons for it are unclear. As at Meadowside LC, Shobnall has been modelled at 100% capacity, which few facilities ever achieve in reality, as users find them too crowded before this level is reached.
- A.31 The Manager believes that competition from school halls is one issue whilst another may be much lower prices charged at many sports hall in Derbyshire. We have been unable to verify the latter, as few Derbyshire halls were included in our brief. Once again, as at Meadowside LC, it does beg the question, if fewer than anticipated sports hall users are coming to Shobnall Leisure Complex, where are they travelling to participate?
- A.32 Both of the two public leisure centres serving Burton on Trent are well positioned to serve not only the present population but also significant parts of those who will be living in the new housing. This has been partly reflected in the Facilities Planning Modelling by the allocations of 100% capacity usage once the new housing is built.

## Extended version of Section 5

### School sites in and around Burton-on-Trent

#### De Ferrers Academy

- B.1 De Ferrers Academy is a former local authority high school which became an academy in November 2010. It is based upon twin campuses which are separated by Rolleston Road. The lower school is based at the westerly of these, called Dove Campus. The seniors are to the east at Trent Campus.
- B.2 The Academy is massively oversubscribed. Currently there are almost 2,000 on roll and expect to reach 2,200 in 2015. The published admission number, or PAN as it is commonly referred to, is the number of pupils in each year group that the admission authority has agreed will be admitted without causing problems for the school. De Ferrers' PAN is 350.
- B.3 De Ferrers is within walking distance of the two proposed housing developments Tutbury Road / Harehedge Lane (500 houses) and Beamhill (950 houses). However the Academy is under no obligation to take children from these new estates if they are already oversubscribed.

#### Location and Approach

- B.4 Dove site has housing almost totally surrounding the Campus. Trent site has single streets of housing on the western and northern edge. The southern boundary is partly with a park and recreation ground. The south east corner is more residential housing. The north east boundary is with Fountains Special School and its playing field.
- B.5 The sports hall, constructed in 2008, is on the Trent Campus. It is sited well away from the main entrance, behind the body of the School. This means it is invisible to anyone unfamiliar with the School site. The Trent Campus also has an old gym (21.3m x 12.2m x 5.2m high) which is one hundred yards from the entrance to the sports hall. The access routes to both of these sports buildings are not obvious for a new community user. Better signage both outside the School and also from the school gate would be useful.
- B.6 The main entrance to Trent Campus is via St Mary's Drive on the west side of site and bus services stop close to the School's main gate. There is also a pedestrian access for schoolchildren on the northern boundary off Bitham Lane.
- B.7 There is a further gym (slightly narrower) on the Dove Campus which is close to an assembly hall sometimes let out for arts performances. However these two venues are almost 1,000 yards from the entrance to the sports hall on Trent. This poses significant problems for the team trying to manage community use across both sites. Opening the Dove site necessitates a critical mass of bookings.
- B.8 The location of the Academy is ideal to provide community recreation for the northern end of Burton, particularly west of the A38 (T). There is significant residential housing within one mile, which is the greatest distance most potential users will walk to a sports facility. However this number would be greatly increased if community users were able to access the Trent site from additional directions, other than the west. This is considered further in the Way Forward section of this report.
- B.9 Horninglow and Stretton are the wards most accessible to this site. At the 2011 Census, Horninglow had 8,751 residents and Stretton 7,849. Reasonable road access is also feasible to Rolleston-on-Dove (1.2 miles) and Tutbury (3 miles) to the north of De Ferrers.

### **Active Place Audit Issues impacting on FPM**

- B.10 The sports hall and the gymnasium on the Trent Campus were included in the 2013 FPM modelling and this is probably realistic. The dimensions of the sports hall were modelled correctly at 33m x 18m. The flooring is a Gerflor product. The dimensions of the old gym should be updated but this is unlikely to have much effect on capacity (21.3m x 12.2m x 5.2m high).
- B.11 The site is modelled as lower intensity (as a school managed facility) for FPM purposes which is probably just about correct currently, although De Ferrers has the potential and physical capacity to take on an enhanced community role.
- B.12 The number of sports hall community hours has grown since last September. In March it was operating at about 23 hours per week in the peak period – it was modelled at 13 hours. However the sports hall was de-commissioned for examinations in May / June. The old gymnasium was modelled at 15 peak period hours which is probably realistic when the age and management intensity weighting is applied.

### **Change of policy**

- B.13 De Ferrers Academy funded their sports hall from EFA resources. The finance manager was convinced that there are no community use agreements requiring the Academy to open up. Under the previous headteacher, they scarcely did so.
- B.14 The arrival of the current Principal three years ago, with a real commitment to community use has transformed policies and arrangements. The ethos is to open up the site as much as realistically possible whilst still operating a school of 2,000 pupils.

### **New Staffing Arrangements for Community Use**

- B.15 An enthusiastic community development manager with significant experience has been appointed. He has appointed five duty managers. Since September 2013 there has been sufficient revenue to take on 5 community technicians who are essentially leisure attendants; these are current or former sixth formers who are paid.
- B.16 The community development manager (CDM) undertakes business planning. Twice yearly he reports with an overview of the programme and financial performance to the Governors. The objective is to break even.
- B.17 The CDM buys in additional specialist coaches when needed and has done this for gymnastics, tennis and trampoline sessions.
- B.18 Volunteers have been used on occasions in the past, for example as part of a Duke of Edinburgh award.

### **Pricing**

- B.19 Per hour: sports hall £40; Gyms £20; Assembly halls £25; Fitness Suite £10 joining fee plus £2.50 pay as you go. Badminton £8 per court. Tennis is £8. Basketball and indoor cricket nets are charged at full sports hall rates.

### **Operational issues**

- B.20 Staff training is provided in normal operating procedures including manual handling, equipment set up etc. The duty officer deals with cashing up and locking up but does shadow shifts until each individual is ready to take charge. Technicians / leisure assistants shadow duty officers.

- B.21 Cleaning is done by Entrust for the site as a whole. Additional cleaning can be requested when sports bookings necessitate it.
- B.22 School site staff deal with, or arrange for, basic repairs and maintenance. The Community Development Manager and PE staff sort out some equipment repairs.
- B.23 However there is insufficient income for sinking funds to deal with major replacements which could cause significant issues down the line.

### **Opening Hours and Programming**

- B.24 The School utilises the sports hall, two gyms and two assembly halls from 8.30 to 4.30 or 5.00 pm, Monday to Friday during term time. Community times are 6pm until 10pm Monday to Thursday and 6pm until 9pm on Fridays. Saturdays are 9am until 1pm. On Sundays the sites are closed currently.
- B.25 Saturday opening is largely governed by whether mini soccer is also taking place at the Dove Campus which provides sufficient critical mass to open the Trent site as well.
- B.26 Over 95 % of the sports hall usage is mid September until March. There is spare capacity in the sports hall from the end of March until early May and again from July to early September. The sports hall is used for exams during May and June.
- B.27 Some of the partnerships evolving are traditional ones that secondary schools develop with feeder primaries or junior clubs. For example Outwoods Football is a juniors club which currently use the primary school and want to use Trent site pitches and the sports hall. Little Stars Rugby Club currently use Trent Gym and feel they are growing large enough to use the sports hall.

### **Partnerships, Sporting Governing Bodies and local non-sports users**

- B.28 Primary Schools, East Staffordshire BC sports development team, and Burton Albion are amongst the Academy's more prized partnerships. They have had some links with St George's Park whose staff came for a one-off netball tournament in the sports hall. Now that SGP facilities are maturing this is less likely in the future. England Netball, England Rounders and Karate Union of Great Britain have all had one day bookings at the De Ferrers Academy.
- B.29 There are many non-sporting community users including car boot sales, some arts performances in the Dove assembly hall which has catering adjacent and the Academy is used for Parish Council meetings by Horninglow and Eton Parishes.

### **Conclusions**

- B.30 De Ferrers currently has the most intensive sports community use programme on a school site in East Staffordshire. Whilst this is not a fully-fledged community leisure centre, it is moving strongly in that direction. As such, it is a beacon of what can be achieved. For this reason, a fuller account has been provided in this report than will be undertaken for some of the other school sites where sports community use is much more modest.
- B.31 Marketing of the site for community sport is fairly modest. To a significant extent this is controlled by the budget which is dependent upon income. There does seem the potential to improve market penetration of those living within a mile of the site, and particularly those within half a mile who can walk to it. This could be achieved with the current management arrangements and facility stock. Building a committed local user base from existing residential areas could make it easier should the School become a focus for additional developments at a later date.

- B.32 The relatively new sports hall is the obvious attraction at this site. The income from this is a major driver enabling the opening up other smaller and older facilities indoors, as well as outdoors.
- B.33 But the crucial difference is attitudes amongst the leadership of the Academy, particularly the Principal. The sports hall was built under the previous head. Despite the fact that it was brand new and just as attractive to the community in physical form as it is now, it was essentially closed to everyone but the School.
- B.34 The size of the Academy and the resulting budgets allocated to it for school use means there are more opportunities to be flexible in managing community use than there would be in a school with fewer than 1,000 pupils.
- B.35 There is no long term agreement securing community use at this site. When asked about this, the Principal expressed the view that once a school opened up its facilities as fully as the De Ferrers Academy is doing now, he envisaged that attitudes would become embedded to protect this usage in future. We are more sceptical about this, having seen examples where doors once open have later been closed, or half closed, usually following a change of headteacher or in the composition of the governing body.
- B.36 De Ferrers Academy has the potential to take a major role in improving the delivery of dryside sport in East Staffordshire. It is very well positioned to act as a community leisure centre for communities already there, but also for those who will live in the new housing developments in Tutbury Road / Harehedge Lane (500 homes) and Beamhill (950 homes). This is explored in more detail later in this Report where we make recommendations for the future.

### **Paulet High School**

- B.37 This is a local authority maintained high school on the east side of the River Trent, with specialisms in maths and computing. The number on roll is currently 704, of whom 107 are in the Sixth Form. According to the Burton Schools Study done by Cambridge Education, Paulet has a 2014/15 PAN of 130 with a net capacity of 749.
- B.38 The original catchment of the School was Stapenhill, spreading north into the Brizlincote Valley which lies between Stapenhill and Winshill. Paulet shares a campus with Blessed Robert Sutton Catholic Sports College. The latter draws pupils from a much wider area.
- B.39 In 2003, Paulet and Robert Sutton Schools established a joint sixth form centre known as Stapenhill Post 16 Centre. This is on Paulet's part of the site, adjacent to the sports hall. Recently, Robert Sutton Catholic College has decided to withdraw from this arrangement.
- B.40 Because of this, Paulet has some capacity to extend their Sixth Form numbers and could even expand their numbers throughout the School in their current building. They currently have an 4/5 form entry and could extend this to 5/6.
- B.41 The School has been involved in discussions about what expansion would mean in terms of core curriculum, classroom and dining areas. Sports facilities are not seen as an area of shortfall currently.

### **Location and Approach to Facilities**

- B.42 Paulet High School is close to the crest of a hill with a primary school close by. There are two vehicular entrances, although the entrance closest to the sports hall, which is steeply inclined off Stanton Road, is usually closed. The main gate is off Violet Way.
- B.43 There are bus stops close-by on Stanton Road and a little way down the hill from the main school gate on Violet Way.



- B.44 From the Violet Way entrance, the first building on the left is the Gymnastics Centre. This is well signed and obvious for anyone looking for East Staffordshire Gymnastics Club which is based there.
- B.45 The sports hall is also very prominent once one is inside the school site, although much less visible from the road network outside. Parking, and disabled access from the car park to the sports hall are good, despite the changes in level on the site.
- B.46 There is an unused green space in the triangle between the School Drive to Stanton Road, the Sports Hall and the main car park.
- B.47 None of East Staffordshire's major housing developments are east of the River Trent. However South Derbyshire District also has major housing developments proposed in its draft Local Plan. This includes residential development on land formerly occupied by the power station at Park, Drakelow for up to 2,239 dwellings. This site will be more or less contiguous with the southern end of Stapenhill, albeit separated by a railway line. There is provision for a two form entry primary school on site at Drakelow but no secondary school. Ultimately this will provide in excess of 5,000 new residents, some of whom are likely to want to send their children to Staffordshire Schools. Paulet and Robert Sutton will be the nearest secondary schools to the northern part of Drakelow. Paulet School recognises that some pressures to increase school numbers from new Drakelow residents are likely.

#### **Active Place Audit Issues impacting on FPM**

- B.48 More seriously, the sports hall is incorrectly dated at 1975. This has produced an attractiveness weighting on the 2013 run of 32% whereas the present sports hall actually opened in 2007. With lighter school management it should be around 49% weighting. For reasons which are discussed below this error has probably produced an FPM figure which is lower for the sports hall.
- B.49 Conversely, the hall used for gymnastics is recorded correctly as being refurbished in 2007. The dimensions of this are incorrect. It was extended in 2007 and should now be 26.6m x 12.1m x 4.6m. However as this area is permanently matted and laid out with gymnastics equipment, we do not believe it should have been included at all in the FPM sports hall assessment. The sports hall FPM is for indoor spaces which are capable of delivering a balanced indoor sports programme.

#### **East Staffordshire Gymnastics Club and Centre**

- B.50 We visited measured and photographed the site during the day when it was unoccupied. When we returned to audit the sports hall one late afternoon, the gymnastics centre was in use but neither of the principal coaches was in attendance, so we were unable to glean information directly about how their operation is working.
- B.51 Informal comments from East Staffordshire BC Leisure staff suggest that it is working well. The Club's own website indicates that they cater for over 300 children per week. <http://www.eaststaffsgymnastics.co.uk/1.html>
- B.52 There is a tripartite community use agreement between the School, Staffordshire County Council as landlords and the gymnastics club which is still operating well. This includes payment of a significant annual revenue sum by the County to support the initiative. However there are break clauses in the agreement which could make it vulnerable to dissolution. The Assistant Head of Business and Finance at Paulet School had been approached by Staffordshire Council to discuss the agreement and had concerns that they might wish to reduce their revenue support.

## Disappearing Badminton Performance Centre

- B.53 The news page from Badminton England dated 2007 indicates that the sports hall was originally envisaged to have badminton as the cornerstone of the development.
- B.54 This news report included the statement that "Paulet High School will be working on their application to achieve Forza Academy status in 2008. With the newly formed East Staffs Badminton Development Group, spearheaded by Liam Rooney ESBC Sports Development, Rachel Bayley BE Development Manager and Tracy Hanson from the East Staffordshire School Sports Partnership, they are looking to develop many more sustainable opportunities in the future."
- B.55 In 2010, East Staffordshire Badminton Development Group was awarded £30,000 over three years to become a Badminton England Performance Centre, one of the first of ten such centres accredited in the country. Paulet High School was envisaged as a key part of this development.
- B.56 "A series of talent identification and coaching sessions will be jointly programmed to enable players from across all of East Staffordshire to be assessed. Players will join the Player Pathway with an annual coaching programme designed to meet the needs of the player at each stage of their development including links to County Squads and High Performance Centres. The centre will officially open in September (2010 or 2011?) and further details will be provided soon. As well as the Performance Centre Coaching sessions there will also be a Junior and Senior Club at the Paulet High School which along with the other clubs in the area will welcome new players."  
<http://www.staffordshirebadminton.org.uk/ESBDG.htm>
- B.57 County Sports Partnership, Director Mark Thornewill also recalled agreements drawn up when the sports hall was about to be built, giving a strong badminton focus to the development. The School did not offer any of these when asked about community use agreements.
- B.58 At the interview with Alan Rogers, Chair of the East Staffordshire Badminton Development group, it was clear that something had gone awry at Paulet High School. He said that some of the clubs who it had been hoped would send players to the performance centre from other parts of the Borough had declined to do so. At some point, Badminton England had withdrawn funding.
- B.59 According to the School, the sports hall was originally funded by Big Lottery with the support of Sport England and local authority funding probably from County and Borough. As we will see below, badminton is still a key part of the programme here, but it is clearly at a level much below what was envisaged when this multi-million pound facility was opened with fanfare only seven years ago.
- B.60 It is important not to seek to revisit what has gone awry. But it is surely important that a modern centre designed specifically for badminton, with a floor specified for badminton, appropriate lighting and colour scheme should have one of the more active badminton programmes in the Borough. In FPM terms, even in a standard sports hall, the protocol expects 32% of the usage to be badminton.
- B.61 Here is an example which is directly opposite to the experience of De Ferrers which had a new sports hall with almost zero community use and because of changing management at the school towards community use, usage levels are being transformed.
- B.62 The difficulty for Paulet School is that the number of roll is only one third of those at De Ferrers. This has major budgetary implications for the School. It cannot readily adopt the

De Ferrers solution of a Community Development Team, six strong, plus paid leisure assistants which the larger School has utilised.

### **Paulet's Management and Financial Arrangements for Community Use**

- B.63 The Assistant Head of Business and Finance at Paulet has some administrative support to manage sports hall bookings. The site team undertake most of the basic operational aspects. They use standard documentation from Staffordshire County for lettings.
- B.64 As the opening of the new facility approached, the School did consider involving East Staffordshire BC in managing or partnering with the sports hall. However both parties seem to have arrived at the conclusion that there would be insufficient revenue to operate a leisure centre with pay and play access.
- B.65 The Assistant Head of Business and Finance provided financial projections for the governors. Typically about £7,000 to £10,000 per annum is put into a sinking fund primarily for the replacement of flooring or other major repair / planned replacement items.
- B.66 The Gymnastics Club does not pay a facility fee for their use of the hall. The School makes a small charge for utilities and keyholding. Staffordshire County's revenue contribution, which keeps this initiative afloat, may be at risk.
- B.67 The School is almost wholly reliant on income from community use of the sports hall to fund community use costs. Currently they charge £24 per hour after 6pm and at weekends.

### **Operational Aspects**

- B.68 Premises staff are funded for keyholding duties and facility responsibilities in support of community use. This includes setting up sports hall equipment where relevant.
- B.69 No use is made by the School of volunteers but most of the activities in the gymnastics hall and sports hall have club bookings, many of which rely on volunteers.
- B.70 Arrangements for training of staff employed by the School are through CPD plans. The gymnastics hall is more challenging as the PE teachers do not always know how best to use specialist equipment. On occasions they have bought in gym coaches for delivery of parts of the school curriculum.
- B.71 Hours when the two halls are theoretically available to the community are 6pm to 9.30pm Mondays to Fridays and 9 am until 6pm at weekends. The gymnastics hall is also open to the Gym Club during some day-times of the school holidays.

### **Programming**

- B.72 Mondays are badminton nights in the sports hall with an after school club session from 3.30 until 6 pm and community / badminton development group from 6pm – 9.30pm. There is one hour of badminton late on Wednesday evening, and a two hour session on Saturday mornings. On alternate Saturdays this extends for an additional two hours for a disability badminton session. So badminton consists of 6.5 or 8.5 hours of community use per week.
- B.73 According to FPM protocols, in an intensively managed modern community sports hall - not one that had a specific badminton focus – one would expect 40 hours of peak period community use. About thirteen hours of this would be badminton.
- B.74 There is football training for about two and a half hours split between Wednesdays and Thursdays. The cricket development group use the hall for three hours on Fridays and sometimes for an hour on Wednesday. A keep fit group operates for 90 minutes on Thursdays. Tuesday nights the hall is usually empty except for a very occasional cricket or

football letting. Sundays the facilities are closed although there are a few lettings on the outdoor pitches.

- B.75 In total the modern, well-designed and attractive sports hall is in use by the community for about 15 to 18 hours per week. This is clearly an underutilized resource, but one which it will be very difficult to develop if it is reliant solely on income from lettings from the sports hall itself. At £24 per hour, income is insufficient to pay two staff members for even a minimum pay and play operation.

### **Conclusion**

- B.76 Paulet School has a commitment to community use. This is clearly demonstrated by their partnership with East Staffs Gymnastics Club. They have continued to work with the local badminton and cricket development groups commensurate with the level of funding available.
- B.77 But their primary objectives as a school are about delivering high quality educational experiences. The School cannot be expected to divert resources into community sports development; in terms of funding they are not legally allowed to use delegated school budgets to subsidise community use.
- B.78 There is no pay and play community leisure centre in East Staffordshire on the east side of the River Trent. If Paulet High School is to play a full role in delivering dryside indoor sport for this part of the Borough, a new model of operation will need to be found which is acceptable to the School and interested parties.

### **Blessed Robert Sutton Catholic College**

- B.79 This is a voluntary aided Catholic school which is part of Nottingham Diocese. It lies in Stapenhill, down the hill and across the playing fields from Paulet High School. Blessed Robert Sutton College is located near the south east edge of Town. The School's east boundary is the Staffordshire - Derbyshire county line. The pupil catchment is wide, stretching even into Leicestershire as well as Derbyshire, with many children from former mining villages.
- B.80 The number on roll is 710 which is the maximum allowed under its PAN of 124. The School has agreed to take some additional pupils from the "Burton bulge" in population which is already affecting the primary schools. The school was built originally for 350 pupils and so it is an evolving melange of buildings from different ages. The Arts, Science rooms, DNT block was designed at two stories but with the capability of upward extension to three.
- B.81 In 2003 the College joined with Paulet School in opening the Post 16 Centre because at the time, both schools had only small sixth forms. Blessed Robert Sutton has found over time, some differences in ethos, policies and protocols between the two schools which are exacerbated when sharing the Sixth Form. For this reason they have made the decision to re-establish their own sixth form and have planned a new classroom block - this will not impinge on the sports facilities.

### **Location and Approach to the Site**

- B.82 Access to the College is off Stanton Road (A444) onto a minor road cul-de-sac called Bluestone Lane. This is residential at the north end but then has the school on both sides further south.
- B.83 The artificial grass pitch is very obvious, away to the left with a hard play area which doubles as car parking for community use hours. The sports hall and changing rooms are on the other side of Bluestone Lane, rather tucked away until one is well down the Lane.

- B.84 The unfortunate aspect of the changing facilities is that they are alongside the sports hall. Community users for the artificial grass pitch are unlikely to traipse all the way across here and back to reach the pitch. It also generates some management issues having community use split across the site.

### **Development of Sports Facilities and the School Sports Partnership at Blessed Robert Sutton College**

- B.85 Between 2000 and 2010 the College became increasingly committed to school sport partnership working. They were very much sold on the vision of the Youth Sport Trust to organise and develop the local sports network. In September 2005 the School was successful in gaining Sports College status. They also became the School Sport Partnership hub for Burton on Trent with the Partnership Development Manager based here.
- B.86 Sports College status brought with it a grant of £150,000 for capital development which was used to provide partnership funding with the Football Foundation for a full sized rubber crumb artificial grass pitch, the new changing block and disabled loos.
- B.87 But indoors, sports provision remained problematic. The sports hall was basic in construction with a concrete floor, inadequate heating, poor lighting, lack of storage and a height and runbacks suitable only for the most basic recreational badminton. Whilst the School needs flexibility in its use of the sports hall for PE during the day, it is not needed for examinations.
- B.88 Various key partners from Burton Uxbridge Table Tennis Club, the school sport partnership and Robert Sutton College realised the potential and produced a scheme for a modest extension on the end of the sports hall which created storage, a social area overlooking the hall with a small kitchen, a generous lobby and disabled loos. The sports hall itself received a new floor, a new roof, new fire exits, improved lighting and heating but not the ventilation. This was partly financed through Sport England's Community Club Development Fund.
- B.89 By 2010, Blessed Robert Sutton had the most active community sports programme of any of the East Staffordshire schools. Because of the school sport partnership ethos, much of this had a developmental focus. The Coalition Government decided not to continue funding of School Sport Partnerships and much of this network has now dissolved.
- B.90 Blessed Robert Sutton College continues to be one of the most proactive schools locally in terms of community sports use, but it no longer has the co-ordinating role which was evident four or five years ago.

### **Active Place Audit Issues impacting on FPM**

- B.91 The sports hall is deficient in both width and height at 33.7m x 16.8m x 5.4m clear height. This is recorded as a four courts estimated hall on Active Places database. However, with this width and height it is unsuitable for badminton, basketball, volleyball and netball at community level, even it is used for these sports during PE lessons.
- B.92 The partnering with Burton Uxbridge Table Tennis Club to develop this as a specialist centre was therefore an inspired choice. However, since the table tennis club utilises the hall on three evenings (Monday, Tuesday, Wednesday) plus some weekends, this calls into question whether the facility can be considered as a sports hall with a balanced programme for the purposes of Facilities Planning Modelling. Table tennis is considered by the Model to be 0.5% of programmed hours in a standard community sports hall. Table tennis takes up 2.8% of FPM hours in ancillary halls, but in Robert Sutton's case, this sport is seldom played in the gymnasium which is the other indoor sports space.

- B.93 If the main sports hall is not included, under FPM protocols it would also be usual to remove the old 1965 gymnasium which is 21.3m x 12.2m x 4.8m. This is used by the College for examinations. It has only 13.5 metres of storage with a 2 metre door clearance to serve 260m<sup>2</sup> (5% rather than 12.5% of floor area).
- B.94 However if these two spaces were removed entirely from the modelling, it would substantially reduce supply as they have been modelled at 33.5 hours per week with 30.5 hours in the peak period. This really is an important decision because the Model was forecasting 37,300 sports hall and gym usages for this site in 2013. This was by far the highest throughput figure for sports hall provision on a school site in East Staffordshire.
- B.95 The gymnasium is in such a position close to the sports hall and changing facilities such that it could be refurbished to provide additional community use sports space as an ancillary hall. It would also need additional storage.

### **Agreements and Management Arrangements**

- B.96 The School signed a 25 year Community Use Agreement with Burton Uxbridge Table Tennis Club in 2008. This Agreement is not actively monitored and when asked at interview for a copy, the School were unable to find one easily. Nevertheless, in practice the agreement seems to be functioning effectively at present.
- B.97 The College bursar makes bookings on site, which is mainly for the artificial grass pitch. They have contracted an individual on an "as and when" basis to open and close facilities, move smaller equipment and ensure that hirers vacate promptly. The site technician has played an active role in pitch maintenance and covered for illness of the keyholder / supervisor. However the site technician retired in May 2014.
- B.98 East Staffordshire Borough Council managed the artificial grass pitch for a while but the College felt that there was a lack of ownership of the service, they sometimes could not find equipment during the day and that what they were paying for was relatively expensive – this was the School's view. Around this time, their grounds maintenance contractor offered to manage the AGP for them at a lower price. They accepted but found this unsatisfactory and so moved to present arrangements.
- B.99 The table tennis club has more of a self-managing role and the school simply lock and unlock the facility, club room, and when needed, changing rooms.
- B.100 The outdoor parts of the site do suffer from encroachment and the AGP some degree of vandalism. However the lettings administrator and the site technician believe this would happen with or without community use taking place.

### **Programming, Pricing and Income**

- B.101 Other than the table tennis club, the main usage of the sports hall is by five-a-side soccer on Thursdays and Fridays. Thursdays is not much of a problem as the group is juniors up to 12 year olds. However the Friday group is young adults over 18 and the table tennis club has concerns that damage is being done to fixtures and fittings. Indeed when we visited there was a brick dislodged from the sports hall wall, probably where one of the old vents had been bricked up during remodelling in 2008. Whether this is related to five-a-side soccer is unknown.
- B.102 As the site has a high quality artificial grass pitch, one wonders whether it would be preferable to decline teenage and adult community bookings for five-a-side soccer in the sports hall and move them outside.
- B.103 Part of the issue is income. The school charges £35 per hour for the sports hall. As part of their Agreement, the table tennis club has it for £13.50 per hour. The gymnasium is £19 per

hour and the artificial grass pitch £65, £47 or £35 depending upon whether the booking is for the full pitch, two thirds or one third. The School tries to avoid taking bookings for only one third of the pitch as the income from this plus the table tennis club's contribution makes it costly to staff the site.

- B.104 However, it is very interesting that Robert Sutton College charges £35 for their remodelled sports hall. Because of height and width limitations their sports hall has a very limited choice of sports which could have a quality experience. In contrast, Paulet School, a few hundred yards up the hill has a fully modern sports hall for which they charge £24 per hour. Yet the Paulet's hall is under-utilized.
- B.105 If adult five a side soccer was to be removed from the Robert Sutton Sports Hall, it would seem sensible to try and find an additional anchor tenant, perhaps one who might be interested in using gymnasium on a regular basis.
- B.106 Usage of the artificial grass pitch is vital as it is the income generator which enables the site as a whole to stay open. The pitch is relatively busy. There are some free slots at 7 – 8pm and again from 9pm – 10pm on Fridays, Saturdays after 12 noon and Sunday slots from 11am until 6 pm.
- B.107 The AGP generated £57,600 in the most recent year. All other lettings from the sports hall, table tennis club, gymnasium, and natural turf pitches produced only £16,000. Without the AGP, community use of the site would not be viable.

#### **Cleaning, Repairs, Maintenance and Sinking Fund**

- B.108 The company Replay have been engaged to undertake a quarterly maintenance programme on the artificial grass pitch. The school site technician does intermediate brushing. Replacement of equipment for the pitch comes from income from lettings.
- B.109 As part of the Football Foundation grant, the School is obliged to maintain a sinking fund which currently stands at £103,000.

#### **Partnerships**

- B.110 As a residual effect of the school sport partnership days, the College continues to be active in partnership working. It looks upon Burton Uxbridge Table Tennis Club and the English Table Tennis Association as key partners. The College also hosts the former Partnership Development Manager who is now an independent consultant working as the School Games Organiser – this was the current Government's initiative which replaced the School Partnerships. She has good relationships with East Staffordshire's sports development team and also with Burton Albion FC.
- B.111 However, too much development work is now dependent on one-off grants to try and replace funding which was once contracted to the Partnership. Some of these monies have been given directly to primary schools who sometimes buy in services.
- B.112 The College does no marketing and relies on word of mouth. It is therefore likely that market penetration is modest. Soccer players who have perhaps played an away fixture at the site, get to see what is on offer and consider booking the pitch. This does not tend to increase participation, but simply displaces it. There is likely to be a latent demand.
- B.113 Together, Blessed Robert Sutton Catholic College and Paulet High School have most of the facilities necessary to deliver dryside community sport and recreation on the east side of the River Trent. Individually neither of them can make a full offer. Whatever partnership changes come about as a result of the Sixth Form split, it will be important for the community whether they are able to co-operate in delivering sport and recreation. In

essence this site is split into four with two discrete sports activity spaces at each School. This increases management costs.

B.114 This joint site is sufficiently close to the proposed new housing at the northern end of Drakelow Village to act as dryside community leisure facility for this new community, as well as existing residents of Brizlincote and Stapenhill, providing changes in management can be achieved to enable facilities at both schools to be used more intensively. There are suggestions in the Way Forward section of this Report as to how management could be improved.

### **Abbot Beyne School**

B.115 This is the third school east of the Trent. It is a Staffordshire County Maintained School which serves Winshill, originally with a school catchment which stretched across the Trent to encompass much of the heart of Burton.

B.116 In 1928, Burton Girls' High School was moved to Winshill. This is now the Linnell site of Abbot Beyne Upper School. Burton Boys' Grammar School was also moved to Winshill in 1957 to a site on the south side of Mill Hill Lane, the Evershed site of Abbot Beyne Lower School. In 1968 the Ada Chadwick secondary modern school was opened to the west. In 1975 the three schools were amalgamated as Abbot Beyne Comprehensive School. The former secondary school building was demolished in 1992 because of structural weakness, but the other two school buildings continue to be used. They are seven hundred metres apart. The gym at the School's Linnell Building is as close as the crow flies to Meadowside Leisure Centre as it is to the other half of the School at Evershed.

B.117 This is the School which has the most generous land area amongst the state schools in the Borough, but also the one which has experienced greatest fall in rolls. Currently it has 650 but with a Year 7 PAN of 150. Ten years ago the School had almost 1,200 on roll, which poses significant problems.

B.118 Early discussions with Staffordshire County Education planners have indicated that they see Abbot Beyne as a relatively straightforward source of additional capacity. Despite the fact that the Linnell site buildings date mostly from 1926-7 and the Evershed site mostly from 1957, the School believes that County planners do not anticipate needing to spend substantial sums re-growing this site.

B.119 This is despite the fact that the school's indoor sports facilities are amongst the poorest we have seen in a very long time!

B.120 On the Linnell site, the gymnasium is almost 90 years old and sized at 22m x 9.2m and 4.5m clear height to the beam. The changing facilities for girls are very antiquated, although the School has made brave attempts at cosmetic improvement. The boys changing rooms are even more inaccessible. If anyone with mobility issues somehow found their way into the gym they might need the fire brigade to get them out! The positioning at the back of building is wholly inappropriate for community use. Storage for this gym is open and poor.

B.121 The Evershed site is only marginally better being a mere 57 years old. There are five steps up the main entrance to the building, five steps down to the fairly antiquated changing rooms which serve indoors and outdoors and seventeen steps up to the gymnasium 20.8m x 11.4m x 4.9m. Storage is dreadful and only 10m<sup>2</sup>.

### **Location**

B.122 The Linnell site is on a plateau above Bridge Street and the Town Centre of Burton, although mature trees screen views from this point. Access is off Bearwood Hill Road and



then left and left along two residential streets to the main entrance. There is a block of six tennis courts immediately on the right on entering the site.

- B.123 From the Linnell Building, the Evershed site is to the north east, an unlit walk of half a mile or a circuitous drive through residential streets of one mile. Evershed is a slightly more elevated position and is close to the heart of Winshill with the Parish Church behind the School. There are five slightly cramped tennis courts and a hard play area behind the School buildings adjacent to the churchyard.

### **Community Use**

- B.124 The School has some limited partnerships for use of the outdoor pitches but indoors it really has very little to offer the community. Incredibly, there are some taekwondo bookings in the Evershed gym. Some older ladies have also rented the school hall at Evershed for some relaxed badminton. The School provides the posts and they bring their own nets.

With such antiquated facilities indoors there are no possibilities of opening up the site further to community use. The School has proposals but no obvious way of funding them. This is considered a little further in the Way Forward section.

### **FPM Considerations**

- B.125 This was not modelled as part of the 2013 FPM study and as none of the halls are large enough this was the correct decision. The hall referred to in the Active Places database is almost certainly the Assembly Hall on the Evershed site. We would question whether it should be included in Active Places given that the glazing, stage and fittings do not make this a sports space and any more than it would thousands of other assembly halls across England.

### **Paget High School**

- B.126 This is a state school, maintained by Staffordshire County. It has considered Academy status twice in the past and may do so again next year with a new head in place from September. The School has 914 on roll with a PAN of 169. They are currently in discussions with the County about increasing this PAN to 185.
- B.127 Even before housing is developed nearby, the School envisaged moving from a five form entry to seven FE to help cope with the "Burton bulge" currently in primary schools.
- B.128 Immediately across the road Burton Road (B5018) is the brownfield Branston Depot site with its proposed 483 houses.
- B.129 The original catchment for the School stretched north towards the heart of Burton and includes some of the more deprived wards in the Borough.

### **Location, Approach and Sports Facilities**

- B.130 The school is sited in Branston, a little under two miles south of Burton town centre. Residential development screens the School from Burton Road to the north. The east boundary is residential housing. The southern boundary is largely a sliver of golf course and the River Trent which cuts off all access from the south. To the west is a small wooded wildlife area with more residential housing beyond.
- B.131 In addition to Branston Depot, the School is close to three further large housing developments: South of Branston (660 houses) and the south east corner of Branston Locks (2580 houses although the latter is separated by railway line, A38 (T) and canal). To the south east of the School, the Drakelow Village housing (2,239 dwellings) in South

Derbyshire is two-thirds of a mile away, but completely inaccessible because of the River Trent.

- B.132 The sports and arts facilities although dating mostly from 1973 were actually very well laid out in a distinctive block on the left as one approaches the main school building. There is an entrance lobby, with the dining hall off it. One corridor leads to the girls changing facilities and then on to the sports hall. Another corridor is down to an arts / exhibition space. Boys have a half changing room with no with no showers and this more basic. There are then some outdoor changing rooms unattractive from a community users' perspective.
- B.133 The small room with used as a school fitness suite has only 11 pieces of poor quality cardiovascular equipment and a rack of free weights. The School has recently opened a classroom space overlooking the hard play area.
- B.134 Hall storage is inadequate at 4.9m x 2.6m deep. A second store is 4.1m x 5.1. This totals 33.8m<sup>2</sup> when it should be about 62m<sup>2</sup>. Some equipment is being stored in an outdoor area and is rusting in consequence.

### **Implications for FPM**

- B.135 The sports hall is 30.2m x 16.5m x 7.5m clearance over the two badminton courts in the middle. Marking out four badminton courts compromises the runs offs at the edge as well as the ends of each court. The sports hall floor has to be buffed and resealed about six times per year, involving two days' work each time.
- B.136 The FPM was modelled on three calculated courts, based on area, which was correct. The weighting at 45% for a school managed hall is probably too generous, bumped up by a 2010 refurbishment which was too cosmetic to justify this level of attractiveness.
- B.137 The problem is that, like Robert Sutton Catholic College, the sports hall is undersized for all but the most basic levels of badminton and most of the sports which require whole hall area, such as basketball and netball. As such, its letting possibilities are very limited. It has been modelled at about 15 hours per week which is probably too high. 6 hours pw would probably be more appropriate.

### **Partnerships, Programming and Operational Aspects**

- B.138 The School receives quite a few enquiries for community activities but many of these relate to outdoors. Trentside Cricket Club maintained the cricket table for a while and wanted a long term lease from the County but the School were unhappy with this. Similarly a canoe club wanted access to the river bank via the premises but have demands for storage and vehicles which the School felt unable to accommodate. Several of the requests are from football clubs wanting natural turf pitches but the School has found the cost of shampooing carpets from muddy boots is currently more expense than income from the letting.
- B.139 Indoors they have had some County Council generated bookings including parents and children's Zumba and some 12 week blocks of family fitness sessions. These have tailed off.
- B.140 The School has found some potential user groups have lost interest when they have seen the age and quality of what is on offer. Paget follows County Council lettings policies and pricing. By the time the costs of staffing have been allowed for, few groups are interested in meeting the cost.
- B.141 Burton Albion FC tried offering Asian Dance targeted at Muslim girls but this was not well received. The Business Manager thought it might have been better if targeted at primary schoolchildren, possibly in their own school hall.

B.142 Branston Football Club uses the sports hall for two hours training per week on Wednesday as well as an outdoor pitch on Sundays. A local badminton club books for about 2 hours per week in the hall – this is at recreational level, a group of predominantly retired men and women.

B.143 Cleaning is done by Entrust. Repairs are done in house where possible; the caretaker is a joiner by trade. A lot of money is spent on flat roofs which are almost 40 years old.

### **Conclusions**

B.144 Paget School site has limited potential for indoor sports community use because of the age, and size of facilities. The centre of Burton on Trent is served for community recreation by Meadowside LC and Shobnall Leisure Complex. However these are two miles from the Paget site which is a substantial distance when dealing with deprived communities.

B.145 It may be that the role of the School site in community sport could be to become a better gateway for local people to introduce them to sporting activities which subsequently can be pursued at Meadowside LC or Shobnall LC. This suggestion is revisited in the Way Forward section of the report.

### **John Taylor High School – Barton under Needwood**

B.146 Barton under Needwood is one of four Tier 1 Strategic Villages in the Borough. The High School became an Academy in November 2010. It has 1,475 on roll and a PAN of 224. According to the Cambridge Education study of Burton School Planning, John Taylor HS is directly funded by the Education Funding Agency for 1,800 places, although the County's calculation using a net capacity process indicates they have room for only 1,417. The school is full to or over the current PAN figure in every year group.

B.147 The Academy has a huge catchment stretching a long way west beyond Kings Bromley, Hoar Cross and Newborough. Because of relationships with families in these villages, there is some reluctance to accept potential pressures for places from new housing growth nearer to home. As an Academy, the School is not obliged to satisfy demands generated from the 130 new homes identified for Effinch Lane, Barton.

B.148 The School is currently an eight form entry. They believe that this will need to increase to a ten form entry to cater for their part of the Burton population bulge currently in primary schools. This is even before allowance is made for new housing generating further demands for places.

B.149 The Academy also takes some pupils from South Derbyshire. ESBC's Integrated Transport Strategy refers to plans for a Walton By-Pass and improved River Crossing. *"A new bridge crossing of the River Trent to the north of Walton village will be provided by the developers of Drakelow through a Section 106 agreement to improve access and improve highway capacity between the A38 (T) and destinations to the east of the River."* This will obviously increase the likelihood of more applications to John Taylor High School from residents from Drakelow Village. As it will be about three miles from the southern part of Drakelow Village to Barton under Needwood, it may be that some of these new residents would also choose John Taylor HS for community sport, if facilities were to be of sufficiently attractive quality.

### **Location and Approach to the Sports Facilities**

B.150 The Academy is at the north east corner of Barton-under-Needwood with open fields along the north and east boundaries of the site. The two other boundaries have residential housing. The main entrance to the site is at the south west corner off Dunstall Road. The main east west route through the Village is the winding B5016 which becomes

congested with school buses. These also back up in the parking circle at the School's entrance.

B.151 From the main entrance at the School's reception it about: 70 metres to the School gymnasium, about 170 metres to the sports hall and 230 metres to the performing arts block which are the three main indoor activity spaces likely to be of interest to community users. These are all totally invisible from the public highway and for a newcomer, difficult to place in relation to one another. This adds to the problems of promoting and managing community use.

### **The Sports Hall and issues for the FPM**

B.152 The principal error in the Active Places database is the age of the sports hall which is 1976, not 1950. The main impact of this error was to introduce a weighting of only 22.5% compared to about 33%, had the correct 1976 figure been used.

B.153 Dimensions of the sports hall are slightly incorrect 32m x 17.6m x 6.5m clear height. This produces a floor area of 563m<sup>2</sup> rather than the estimated 594m<sup>2</sup>. As this does not change the 4 calculated courts for FPM, it has limited impact on the modelling.

B.154 In reality the more specific problem is that a hall of these dimensions is becoming ever further away from the modern specification of 34.5m x 20m x 7.5m. However, tight runbacks and poor clear height may seem insignificant compared to the problems faced from a roof which we were told is leaking as badly as this one.

B.155 Storage is inadequate. For a hall with these floor dimensions it should be at least 70m<sup>2</sup>. The actual storage provided is 9m x 4.8m = 43m<sup>2</sup>. The clear height of the store doorway is barely 2 metres.

B.156 The fittings for an old climbing wall which was once in the corner have been removed up to about three metres.

B.157 Sports hall changing doubles up with outdoor changing creating clean and dirty footwear problems. The quality of changing facilities is sufficiently poor to discourage community users.

B.158 The sports hall was modelled as being available for 33 hours in the peak period. The busiest time appears to be in January when it is actually used for up to 25 hours in the peak period. This is not a significant discrepancy when balanced against the effect of the underweighted attractiveness discussed above.

B.159 However, the Model was predicting 24,000 user visits through the sports hall annually. When compared to the sports hall hours booked by users that seems high – see programming in the section below.

B.160 The gymnasium was not included in FPM runs in 2013 as an ancillary hall and given its distance from the sports hall, its age and limited changing facilities adjacent, this seems an appropriate decision. This year the school has stopped letting out the gymnasium; previously it was mainly to cubs and scouts rather than sports users.

### **Management and Operational Issues**

B.161 The lettings are block bookings by sports clubs and community groups. Bookings are arranged by an administrator. There are no community use agreements with any user group. However there is a startlingly low turnover of community users. At the time of our visit in May, the administrator had just written to all community user contacts to ask whether they wanted the same booking times for September and the remainder of next academic year as they had used in 2013-14. We were told that most bookings actually

date from before the School gained Academy status in 2010. Although this may work for the School, it is a very inflexible system for the community user. It then relies upon any group making the booking to have a proactive and developmental ethos if sport is to move forward locally.

- B.162 On the relatively rare occasions that new community user groups are taken on, they are given a pack of instructions which includes documentation which they must provide in advance of their booking series. They will usually get a "walk through" with a member of the site team.
- B.163 One of site team will open up and lock up. They, and cleaning staff, will report any issues discovered after a letting.
- B.164 Despite the age of the sports hall and gymnasium, the School turns bookings away especially for the sports hall.
- B.165 Equipment is usually set up by club members who are letting the hall.
- B.166 Cleaning is by School cleaners. The sports hall has a big clean in the morning and a quick clean after school. Often this is not enough to satisfy community users and the School is looking at how rotas could be changed without unduly increasing costs. The cleaning is still done by Staffordshire County Council.
- B.167 The site is not open to community users at all during school holidays. Holiday periods are viewed as a time when work can be done around the site. Summer in particular is very busy with maintenance work. During the February, Easter and May holidays, the School is open for revision sessions for students but is closed to community users. The site is also closed on Sundays except in the winter term when the sports hall is opened for Barton Cricket Club to use the nets.

### **Pricing and Financial Issues**

- B.168 Until recently, the School offered a 50% reduction in lettings rates to groups who are catering for groups aged under 16. This is ceasing because the School has found that it is costing as much in staff salaries to open up as the income received.
- B.169 Income from the community lettings is about £19,000 - £20,000 per annum. Not all of this is from the sports hall, giving some indication of modest usage levels.
- B.170 Part of the income is placed in a reserve to fund major items down the line. Occasionally external monies have been sought successfully. In 2011 the School gained between £50,000 and £60,000 from the Academy Maintenance Fund for two floors (the sports hall and the gym).

### **Programming**

- B.171 We were given sample booking sheets for the third week in November 2013 and the third week in January 2014 which are likely to be amongst the busiest of the year.
- B.172 In November the hours by sport were: football 11.5 hours, badminton 6 hours, rugby 1 hour and tennis 2 hours totalling 20.5 hours. There were a few other bookings in the dance studio.
- B.173 In January there was an increase because of the requests from cricket clubs to use the nets: football 8 hours, badminton 6 hours, rugby 1 hour, tennis 2 hours, and cricket 10 hours totalling 27 hours.

- B.174 The School's published booklet for community users indicates that it will accept sports hall bookings only 36 weeks per year. The first two terms total 26 weeks. If we assume an average of 24 hours per week that will produce about 624 hours of usage. Assume half of that in the third term which will be 12 hours times multiplied by 10 weeks. Together with the first two terms, this gives about 744 hours annually. 24,000 user visits predicted by the FPM would mean, an average of 32 community users in the sports hall at any one time (24,000 / 744), which is clearly absurd.
- B.175 The implication is that the school's decision to close during the holidays, plus the limitations on opening hours, may be constraining demand. They are not marketing at all and yet still turning some requests away. However with the current range of facilities and the income this generates, there are insufficient funds to manage things differently.

### **Conclusions**

- B.176 The present layout with facilities scattered across the site and a difficult entrance and approach is hindering making better use of this site by the community. The age and condition of most of the facilities is also a major deterrent. Only the performing arts studio, which is the most distant from the School entrance, is a modern building.
- B.177 The School is currently discussing with Staffordshire Highways, a proposal to change the car parking and bus pick up/drop off arrangements. If there is to be any possibility of improving community use on this site in the future, it is vital that master planning takes place so the new vehicular circulation facilitates and does not stifle future development opportunities. This is explored more fully in the Way Forward section.

## Extended Version of Section 6

### Sites in and around Uttoxeter

C.1 This section includes the following sites:

- Uttoxeter Leisure Centre
- Thomas Alleyne's High School, Uttoxeter
- The JCB Academy, Rocester
- Abbotsholme School –near Rocester
- Denstone College
- Abbots Bromley School for Girls – not visited
- Smallwood Manor Preparatory School – not visited

C.2 The last four of these are independent schools. Comments about the Way Forward will be briefer than for some of the State Schools. These have therefore been rolled into this section rather than revisiting them later in the Report.

### Uttoxeter Leisure Centre History and Redevelopment

C.3 This site is currently undergoing major redevelopment and will be closed for most of 2014. Information which we have about it comes from:

- the Council's web pages which describe the redevelopment;
- the planning officer's report for Application P2013/01173;
- information provided by ESBC officers;
- publicly available satellite imagery of the site;
- Active Places database.

C.4 The Active Places database dates the construction of the Leisure Centre at 1985 for the four activity spaces, sports hall, swimming pool, squash courts and health and fitness suite. There are varying refurbishment dates: health and fitness suite 2008, sports hall 2006, swimming pool and all the changing rooms unrefurbished prior to the current redevelopment.

C.5 The officer's report on the 2013 planning application has a history of the site which suggests slightly different dates. A planning application for two squash courts was approved in August 1980. There was an application approved for redevelopment of a pool in February 1983 which suggests there was some form of pool here previously. There was a further application for a pool, wcs and changing room in October 1983. The erection of the sports hall, fitness room, crèche, changing rooms and ancillary accommodation was approved on 16<sup>th</sup> May 1988. This implies that the sports hall dates from four or five years after the swimming pool.

C.6 As the site is being redeveloped, this history may seem academic, except for the fact the sports hall itself is to remain largely untouched. There will be improved viewing space and a new store. On the wetside, the pool hall will be changed by the addition of a new roof and an extension to the north to include a seating area along one side.

C.7 The changing rooms for both facilities, together with the entrance lobby, reception / social area, health and fitness studio and dance studio are being built from new. The public's impression of the reopened Leisure Centre will be greatly enhanced by the new portions of the building.

C.8 With this level of re-development it is difficult to gauge the extent to which it will be perceived as a new leisure centre. The hall, which is a very prominent part of the L shaped front façade, will still look like a 1989/90, portal framed, medium to low specification, sports hall both inside and out, even after the redevelopment. The pool hall will look different, but users will notice even subliminally that the pool tank, and some of walls are the same. This is not so much of an issue for 2015. But it probably will be in 2025 / 2031. The public will probably not notice the vital but costly improvements to plant so these will not impinge on their decision whether or not to use the facility.

#### **Significance for Facilities Planning Modelling and Future Usage**

C.9 The Active Places database records the dimensions of the sports hall as 594m<sup>2</sup>. This is only an estimate which assumes that a four badminton court sports hall will be 33m x 18m.

C.10 According to figures provided by ESBC, the actual dimensions are 29.5m x 16.5m. The problem with this is that the hall is too small for modern standards. Even when built, it should have been 32m long by 17m wide. A 29.5m long hall should only have three badminton courts.

C.11 With a floor area of 487m<sup>2</sup>, the Facilities Planning Model will treat the sports hall as three badminton courts. The fact that it has been modelled in 2013 as four goes some way to explain why the FPM throughput figure appears so high. The throughput on the 2013 FPM run was 65,662 and the hall was at 93% capacity. The actual throughput figure provided for 2012/13 was 21,795. This is a huge discrepancy.

C.12 It is not easy to predict the impact of making an adjustment on the Model from four courts to three. The Model is likely to feed as much demand as possible into the Uttoxeter hall, pushing it closer to 100% capacity. As the actual sports hall is to have minimal redevelopment, it should not be considered as sports hall with an "as-new" 2014 remodel.

C.13 The real problem may lie in the fact that some potential users view the hall as substandard for the activities they wish to engage in. User surveys will probably not reveal this. Those who are using the hall have adjusted to its limitations. Those who find its size and quality unacceptable are either travelling elsewhere or are not participating.

C.14 The question is whether a hall of this substandard size can be acceptable as the principal leisure centre for Uttoxeter through to 2031.

C.15 The swimming pool figures provided by the FPM are based upon a 1985 pool. For some reason the Model has provided an attractiveness weighting of nearly 70%. It has not picked up on the fact that the pool was being refurbished in 2014 because the run was being done in 2013. Nevertheless this enables us to compare actual throughput with FPM throughput. The FPM throughput was 88,594 visits. This represented 62% capacity.

C.16 The actual figures supplied by ESBC for 2012-13 are: 17,306 + 30,960, + 25,158 = 73,424. Compared with 88,594, this is not a large discrepancy. Looking at the Active Places database opening hours for the pool, we note about 8 off peak hours per week which are private use, which we presume is school curriculum swimming. Is the 8 hour figure accurate? Because if there were more hours of private use / school swimming than this, it could go some way towards explaining the 15,000 discrepancy.

C.17 Once the pool re-opens, together with the smart, brand new facilities, the Council would expect to see an upsurge in pool usage. Because of deficiencies in dimensions and dated décor, there is likely to be much less impact on actual sports hall throughputs. This issue is revisited in the Way Forward section.



### **Thomas Alleynes High School, Uttoxeter**

- C.18 Thomas Alleynes is a state community school, maintained by Staffordshire Council. Uttoxeter follows a three tier school system. Pupils are fed through from three middle schools locally and from the rural areas. Thomas Alleynes has pupils aged 13 to 18, School Years 9 to 13.
- C.19 The School currently has around 1,300 on roll of whom 340 are in the Sixth Form. Thomas Alleynes was founded more than 450 years ago. Current buildings mostly date from a range of decades during the twentieth century.

### **Location and Approach**

- C.20 The School is on the northern edge of Uttoxeter Town Centre. There is a significant change in elevation on the site, with the western edge being highest at about 90m above sea level. This grades down gently through the School buildings by about 6 metres. There is then a sharp fall of a further 6 metres to the flat areas of the artificial grass pitch, School farm and lower playing field at the eastern edge.
- C.21 There are two principal accesses: Dove Bank which leads to the main School reception and Bradley St / Silver Street which gives access to the main car park. This is the entrance for community users. It is directly opposite the Town's bus station and very accessible to the Town Centre.
- C.22 However, once inside the School site, the new community user is confronted with a difficult layout. The car park is an elongated 85 metres. From the nearest (north end) car park space, it is 100 metres to the swimming pool, 140 metres to the sports hall, 155 metres to the gym, and 415 metres to the artificial grass pitch. The significant slope adds to the challenge, especially for users who have mobility problems or have a buggy or wheelchair. The Ede Studio is principally a performance space rather than for sport, but this is next to the Dove Bank entrance and is nowhere near any of the sports facilities. Only the artificial grass pitch is obvious from outside the confines of the site.
- C.23 In common with many schools which have evolved over decades, the layout is a nightmare from the perspective of managing community use. There is no obvious reception point. For this reason most of the bookings are sports club / community group, although on Active Places database the sports hall is allegedly pay and play.

### **Management Agreement for Artificial Grass Pitch**

- C.24 The School manages all of the facilities for community use with the exception of the artificial grass pitch which is managed by an agreement between the School, ESBC and Staffordshire County Council as landlords. The agreement established both a Committee and a Management Group with roles and responsibilities defined within the document. Day to day operational management is undertaken by East Staffordshire Borough Council who staff the facility and undertake marketing, booking and maintenance of the pitch.
- C.25 The Agreement requires ESBC to provide written accounts and forward budgets to the Community Use Committee. The Agreement is comprehensive and well drafted.
- C.26 The major weakness is that "Each of the Parties shall have the right to terminate this Agreement by the service of notice on all the other Parties, at least twelve (12) calendar months prior to the proposed termination date." It would be preferable if the Agreement had been given an unbreakable term to reflect the expected life cycle of the facility (perhaps 30 – 40 years allowing for up the three carpets before a complete rebuild is needed). That said, it appears to be working well after 8 years, having commenced in April 2006.

## Size and Quality of Facilities and Implications for Users and FPM Analysis

- C.27 The swimming pool is 16.7 metres x 7.35m = 123m<sup>2</sup>. This is slightly smaller than recorded on Active Places (18m x 8m). As the pool was deemed too small to be included in the FPM (where 160m<sup>2</sup> is the smallest) there is no modelling impact.
- C.28 There is no reception. The pool hall appears very dated. The 2002 refurbishment was largely about improving the surrounds and installing some seating. There are some chips on the edging tiles. Two sides of the pool have extensive glazing which creates additional glare and lifeguarding challenges.
- C.29 The changing facilities are well below acceptable modern standards. There is zero privacy for showering and indeed the walk through entry to the pool is through an incredibly narrow shower area. There are no lockers.
- C.30 The fact that there are any bookings of the swimming pool at all in a facility of such poor quality is testimony to the willingness of the School to work with the community, and the shortage of higher quality publicly-available swimming space in and around the Town.
- C.31 The sports hall is 36.7m x 18.3m = 672m<sup>2</sup>. This is tennis court size which was adopted in some areas before sports hall sizes tended to be standardised after 1980. This hall dates from 1975. It is not a 33m x 18m as estimated for Active Places. However the larger actual size still leaves it as a 4 court hall for modelling purposes.
- C.32 The sports hall floor, which appears to be point elastic, seems to have quite a thin covering. The floor markings are very patchy, good in places, dreadful in others. There is a mixture of light fittings and some distracting daylight from a roof style which is now outdated.
- C.33 In one corner is a climbing wall with a surface area of 8.9m x 7.5m high.
- C.34 The most serious deficiency, and one needing immediate attention for health and safety reasons, is the lack of sufficient storage. A hall of this size should have a **minimum 84m<sup>2</sup>** of storage. The actual store which is only suitable for small equipment is 4.3m x 2.1m = 9m<sup>2</sup>. In consequence, far too much equipment is stored around the walls of the sports hall, compromising safety margins.
- C.35 Changing facilities are too poor to be acceptable to the community. There is a room with 16 pieces of health and fitness equipment in a space only large enough for 10 or 11 pieces. This is currently used only by the School and, for reasons of inadequate size and quality expectations, could not be opened up to the community, even if staffing issues could be overcome.
- C.36 The gymnasium is smaller than one would expect from the 1975 date quoted on Active Places. It appears older. The dimensions are 18.25m x 9m x 4.8m high with a sprung floor. The only changing facilities are the poor quality ones attached to the sports hall which means going outside to cross the hard play area. Therefore the gym is only let without changing facilities. The gym is used for exams from the middle of May until the end of June; exams also take over the Ede Studio and theatre during this period.
- C.37 None of the regular lettings clients on the School's sample October 2013 programme were using the gym. Although it is theoretically available, it is questionable whether this space should have been included in the FPM modelling.

### **Community Use - Management and Operations**

- C.38 Historically the School has had a community leisure policy. A lot of this was directed lettings which came through the Youth Service and Burton College. As the recession began to bite, these dwindled.
- C.39 The School governors are very aware of and supportive of community use of the site and like to know who is using it.
- C.40 The lettings utilize Staffordshire County standard conditions and documentation. Most who book do so for at least 10 weeks to avoid VAT. Many are regulars who book year in / year out.
- C.41 The evening janitor, who is part of the School's site team has a copy of the lettings schedule and gets to know the regulars who are in. The School had been trying a weekend janitor to allow some weekend usage but this was proving too expensive.
- C.42 Maintenance is organised through the Senior Site Supervisor. Cleaning is serviced by staff employed by the School except for the artificial grass pitch which is ESBC managed.
- C.43 Clubs rely on their own coaches and lifeguards; it is part of the initial booking arrangements that they must have their own child protection / welfare policies and their own first aid staff.
- C.44 Disability access in facilities of this age is a real challenge. There are steps at the sports hall, no hoist in the pool, and whilst some DDA work has been accomplished, the separation of facilities around the site and the distance from the car park make access exceedingly difficult.

### **Income and Pricing**

- C.45 East Staffordshire BC takes the income from the artificial grass pitch in order to manage it. The school's income from all other facilities was £28,000 which is largely swallowed up in operating costs. There is no sinking fund other than for the artificial grass pitch.
- C.46 Prices have been held down for three or four years. Sports hall £31.50 Monday to Thursday and £47.50 Friday – Sunday except for cricket nets which are the same price Monday to Thursday but £37 on Friday to Sunday. The Gym is £16 / £21. Swimming pool is £26.50 / £42.
- C.47 This reveals a certain mixture of realism and naivety. Mondays to Thursdays are almost always the busiest days in swimming pools and sports halls – with the possible exception weekend events which these School facilities are not suitable for. One would normally expect club / group bookings to be the same price or lower on Friday evenings, Saturdays and Sundays. The prices charged are therefore a reflection of the higher costs of opening up the Alleynes' site on Friday evenings and weekends. But they are very unlikely to attract much weekend custom with this pricing strategy.

### **Programming and Marketing**

- C.48 Primary school curriculum use of the pool is organised by Entrust, an offshoot of Staffordshire County Council, who pay the School for usage and organise lifeguarding; the School makes a surcharge for additional lifeguarding. Thomas Alleynes, Uttoxeter sits at the top of a pyramid of 17 primary and middle schools.
- C.49 Using the sample programme supplied for usage in the week commencing 17<sup>th</sup> October 2013 the sports hall was used for: Badminton – 6.5 hours, Cricket 1 hour, Football 4 hours, Netball 1.5 hours and Climbing Wall 1.5 hours = 14.5 hours. Notes state that climbing does

not take place every week, but on the week supplied it appeared to be taking place at the same time as netball, a potential concern, depending on how a hall of these dimensions is being used. The sports hall was not open on Saturday or Sunday. There were no bookings for the gymnasium. The programme for the same week indicates 9 hours of swimming use by the community.

- C.50 The School's pupil catchment is 250 square miles, almost as far as Ashbourne to the north, south west to beyond Abbots Bromley almost to the edge of Rugeley.
- C.51 The availability of facilities for community use is publicised on the School's website. There is also a flyer available in the School's reception – this is well organised and explained. However it makes no mention of the artificial grass pitch which ESBC manages; it is important for all parties to work hard to overcome "us and them" attitudes, even in small ways like this. The AGP is currently the School's best feature for sports community lettings.
- C.52 As at several schools in the Borough, turnover of community users seems very low. Marketing is aimed significantly towards pupils, their parents and others in the Town who have connections to the School. This is not helpful towards newcomers and those who do not have a disposition towards club or community group membership. However, with facilities of such poor quality (except for the AGP) it is understandable.

### **Conclusions**

- C.53 Thomas Alleynes' HS does occasionally have "the odd enquiry" that they are unable to fulfil but otherwise feel they are meeting demands. This too speaks volumes of the limitations of what is on offer for indoor sport. They are not getting many enquiries probably because their indoor sports facilities are known to be so poor.
- C.54 The location of the current indoor sports facilities can never be made to work effectively for community users. If left as now, they will become increasingly unattractive to the community and the modest levels of community use achieved now will dwindle. This is despite the impression that there is a strong commitment towards the school and its facilities from some people in Uttoxeter, probably deriving from their own attendance at School there. The School is also keen to engage with the community and has a tradition of doing so.
- C.55 With a High School for 13 – 18 year olds, the sports facilities which are needed for curriculum delivery is much more focused on facilities similar to those needed by adults. It is always challenging to provide community sports facilities at primary schools and even middle schools because the needs for curriculum delivery are for daytime users who are so much smaller physically than most community users in the evenings and weekends. Fittings and equipment are correspondingly smaller. Changing rooms for sports hall activities are seldom provided in primary schools.
- C.56 By the time pupils reach year 9, they should have developed a range of movement skills which enable them to play adult versions, or close to adult versions, of different sports. To do this requires more space than is needed for primary school PE lessons. Changing facilities with appropriate levels of privacy are needed by pupils of this age. So this school, has particularly acute needs for indoor sports space to cater for older pupils who are the only ones on roll.
- C.57 The curriculum needs of schoolchildren are not measured as part of the Facilities Planning Model process. However this site has the potential to do so much more for the benefits of both community and School, given the right facilities. This is considered further in the Way Forward section.

### **The JCB Academy, Rocester**

- C.58 The JCB Academy was opened in August 2010 as the first University Technical College (UTC). By the end of 2013, there were 17 UTCs with a further five due to open in 2014. As with most academies UTCs are independent of the local education authority. UTCs are smaller than traditional secondary schools. They are not academically selective and charge no fees. UTCs typically have 600 students, are sub regional and have a catchment area that may extend across a number of local authorities.
- C.59 The JCB Academy is focused on delivering high-quality engineering and business education for students from the age of 14 through to 19. The school entry is therefore one year higher than Staffordshire high schools in three tier areas and three years higher than areas of two tier schools. There are about 500 on roll.
- 6.66 The international headquarters of JCB is on the western edge of Rocester. JCB gave 10% of the initial start-up costs for the Academy and also gifted the former cotton mill which comprises a major part of the School's premises. Conversion of this mill and all the new build was 90% DfE funded.
- C.60 Rocester, along with Barton under Needwood, Rolleston and Tutbury are the four Tier 1 Villages proposed by East Staffordshire BC. Rocester is in Churnet ward, population 2,950 at the 2011 Census. In such a lightly populated area, the school catchment for a highly specialised school is not particularly local. Pupils are drawn from up to 18 miles away, 1,000 square miles stretching between Stoke and Derby. There are nine different bus routes bringing pupils to and from the Academy.
- C.61 The Academy follows very different holidays and working day to most schools. Holidays include only one week rather than two at Christmas and four weeks rather than six in the summer. This creates two additional school working weeks during the year. School starts at 8.30 am Monday to Friday. It ends at 4.10pm on Mondays and Tuesdays and 5.10pm on Tuesdays, Wednesdays and Thursdays.
- C.62 In theory, a school with pupils aged solely 15 – 19 should require sports facilities which are almost identical to those used by an adult community. However, the length of the school day, plus the long commute faced by most of The JCB Academy students means that after school clubs are completely unrealistic.

### **Location Approach and Sports Facilities**

- C.63 The JCB Academy is on the edge of the east side of Rocester. The Academy is based in a carefully adapted and renovated mill, which (appropriately) was built by the famous industrial entrepreneur and engineer, Richard Arkwright, in the late 18th Century. The refurbishment, along with the addition of a purpose built glass-fronted learning wing, has created a state-of-the-art educational building that is ideal for engineering and business studies in the 21st Century. In addition to the learning areas, there are 12 workshops, fully equipped for work on real-life engineering projects.
- C.64 This is one of the most exciting and challenging learning environments for engineering and business in the country. Most of the buildings are stunning. Perhaps because so much of the focus was in pioneering the engineering and business aspects of the Academy, the sports facilities for the curriculum, let alone the community use are disappointing, devalued by several errors which have ignored clear sports planning design guidance.
- C.65 The school entrance is fine, indeed the walk from reception along inside the front façade is startlingly impressive. However once inside the changing facilities the ambiance is less attractive. Large exposed heating ducts and pipes in narrow elongated rooms with no

windows generate an industrial feel which simply will not fit in with the expectations of most sports users.

- C.66 There is a studio 14.1m x 10.5m x 3.7m clear height on the floor above the changing rooms. This is an attractive space which would have benefitted from air conditioning or at least better ventilation.
- C.67 There is an open walk across to the two badminton court sports hall. This follows Building Bulletin 98 dimensions and is correctly 18m x 17.15m x 7 metres. It is marked solely for badminton, but the lighting is fitted the wrong way in relation to the two courts. Doors are not flush internally. There are two wall mounted basketball hoop for practice only as the hall is too small for the full game. The wall colour, wall vents and semi-translucent upper walls have an outdated feel to them. It will be difficult to pick out a shuttlecock during daylight hours or when all the illumination is internal.
- C.68 Probably the worst error is that none of the storage is attached to the sports hall but is near the changing facilities, requiring it to be moved across the external space, irrespective of the weather. Most of these design faults could be corrected, but a greater cost than if they had been designed properly in the first place.
- C.69 The outdoor facilities consist of a multi-use games area located across the watercourse which used to drive the mill. In necessitates a change in level and leaving the secure perimeter of the school buildings to reach this MUGA which is alongside the Rocester Football Club ground.

#### **Marketing and Management of Community Use**

- C.70 The Academy has a community cohesion policy which promotes inclusion of the whole community through the following:
- enrichment and extension opportunities;
  - after school sporting activities;
  - volunteering through the Duke of Edinburgh scheme;
  - swift and easy referral to specialised support services.
- C.71 The Governors know that facilities are available to be hired but community use on site is not necessarily at the top of their agenda. However, the Academy does also engage with the community in other ways.
- C.72 The JCB Academy originally appointed a community liaison and marketing officer for 20 hours per week in 2010. The initial performance target was to gain one booking on each of three evenings per week. The prices charged for the studio or the sport hall are £15 for community organisations or £30 for a commercial venture.
- C.73 Initial attempts to attract community use were further compromised by both the sports hall and studio being used for exams on three occasions during the year: November, February and May. As of 2014, this is changing and exams will only be in May.
- C.74 At different times, the sports hall or studio have been used for Zumba, kick boxing or football training. From the outset attempts to attract community use did not seem to be working and the community liaison job was redefined into an administrative and marketing position for the academy as a whole. There are no requests to hire the facilities and so the Academy has quietly dropped attempts to market them, although in theory they are available.
- C.75 At two badminton courts, the sports hall is too small to be modelled for FPM and so was not included.

## **Partnerships**

- C.76 The JCB Academy has partnerships with more than a dozen organisations, local and industrial. Those which are of a sporting nature include, Dove First School, which is within walking distance, who were using the sports hall during our visit. Fixtures are played against Thomas Alleyne's, Uttoxeter amongst others. JCB employees use the multi-use games area from time to time, particularly in winter.
- C.77 There are substantial alternative opportunities to participate in the vicinity. For JCB employees, some of whom who live in Rocester, the Company's Lakeside Sports and Social Club has snooker and pool rooms, a substantial function room and outdoors a couple of multi marked courts for tennis, netball and five a side football. There are more extensive sports facilities at Abbotsholme School, just over a mile south east of Rocester and also at Denstone College less than three miles to the north west. These are reviewed in the following sections.
- C.78 Rocester has an active Village Hall which has recently been refurbished. A number of the activities there are non sporting: regular bookings include First Steps pre school, a guides group, bingo, kick boxing and belly dancing. This community hub also plays occasional host to wedding receptions, family parties, exercise and dance classes, quizzes, talent nights, and support sessions. It may be that there is no real need for an additional community sports hall in such a small settlement.

## **Abbotsholme School**

### **Location and Approach**

- C.79 This a 125 year old independent boarding school in the countryside. It is 1.1 miles from Rocester village square and 0.9 miles from The JCB Academy. In that short distance one crosses the River Churnet into Derbyshire Dales District. Because of its proximity to Rocester, Abbotsholme is being dealt with in this section rather than grouped with the South Derbyshire facilities which follow.
- C.80 Although the distance is short, the pedestrian footway extends only as far as the Churnet Bridge. Thereafter the road is unlit and has the national speed limit, despite being relatively narrow. The turn into the School Drive is clearly signed. The driveway is narrow with hedges on both sides for much of the way until one reaches the main car park.
- C.81 The School has well-developed aspirations to build an artificial grass pitch to the left of the approach road. This particular field has a marked slope upwards which will create some significant challenges in terms of cut and fill to achieve adequate run offs to the playing area and spaces for goal storage and spectators inside the enclosure. Mature trees on the north side of the field and another sharp slope on the southern edge are additional problems.
- C.82 If this project proceeds, the School intends to build a pavilion with changing facilities at the foot of the facility alongside the west end of the pitch. This could have the potential to be a reception point for community users although the current pavilion design as drafted does not include this.
- C.83 Beyond the car parks lie the main School building and the School reception. Walking past the front of this building takes one first to the performing arts block. The sports hall is a little further, on the south west corner of the school buildings, down a short slope and alongside a multi marked area with four tennis courts / three netball courts. There is a small outdoor swimming pool nearby. The sports hall's location is not immediately obvious from the car park, although there is signage.

- C.84 The school's natural turf playing field with a cricket table, winter sports pitches and a pavilion start 300 metres to the west of the sports hall on the floodplain of the River, subject to occasional inundation.

### **Indoor Sports Spaces and Facilities Planning Modelling**

- C.85 There is a much older and smaller gymnasium dating from the late 1960s which is about 20m x 9.8m x 4m high. This is not included in the Active Places database and therefore not in the FPM. Given the location on the site whereby one has to pass through much of the School to access it, this is the correct decision and it is unlikely to be let for sporting community use.
- C.86 Backing onto this old gymnasium, but only accessible from outside, is a room fitted out with climbing walls. This is 7.2 metres high. The three walls fitted out total 17.8 metres so this is a really attractive facility. Unfortunately, like the gymnasium, it too happens to be located on a part of the site which community users could not access without disrupting the life of the School.
- C.87 The main sports hall, named Reddie Hall, dates from 1989 as Active Places states. This was built from School funds and alumni contributions. The dimensions are 32.1m x 18.2m = 584m<sup>2</sup> which is very similar to the estimated Active Places record and the small difference will not impact on the FPM. The height would be 8.8 metres clearance but for low tracking for the cricket nets which reduces it to 6.25m across three of the badminton courts.
- C.88 The serious FPM problem with the sport hall is the opening hours. These were modelled at 33 in the peak period and a further 13 off peak totalling 46 per week. For reasons explained below, the School's estimate of maximum feasible regular term-time usage would be about 10 hours per week.
- C.89 The ambiance in the hall is somewhat dated, as are the showers and changing areas, albeit clean and well maintained. One of the former squash courts has been converted into a small fitness suite with 11 stations (not 15 as Active Places states). This for School use only. It would be wholly impractical to open up a facility of this size even if there was market demand for it from the community.

### **Community Use**

- C.90 The Headmaster is very positive about community use of the site. In addition to sporting usage, guides, scouts and cubs use the site.
- C.91 During six or seven summer weeks, the School runs sports camps. These are very good value at £100 for five days 9am – 4pm. The School feels they have found a local market to ease the problems of working parents who need to keep their children occupied and safe for at least part of their summer holiday. Each camp averages about 40 children and over the summer there are about 1,200 full day attendances by around 200 children. Other summer users include language classes.
- C.92 From January to April several cricket clubs use the sports hall for net practice. Most of these are from Derbyshire but Rollaston CC is from East Staffordshire.
- C.93 The school charges £35 - £40 per hours for the sports hall including changing facilities.
- C.94 All of the cleaning, repairs and maintenance is done in house by the on-site staff. The fact that this is a boarding school means that staff are around to open up facilities for the community. However this has be tempered by the needs of the School.
- C.95 The timetable for day pupils is 8am – 5pm, Monday to Friday. Boarders are doing prep between 5.30 pm and 6.30pm or 7.00pm. After 7 pm pupils use the indoor sports facilities



up until 9pm. The principal opportunity to let out the facilities for community use is therefore 5pm until 7pm, Monday to Friday. There is something in the sports hall most evenings at this time, often a mixture of Abbotsholme pupils with community users. This is when most of the cricket activity takes place including Rolleston Cricket Club's session of cricket pathways. These five two hours sessions are the realistic total of availability. We recommend ten hours of community use for inclusion in the Active Places database.

### **Catchment and Marketing**

- C.96 The market for day events held at the School goes as far as Matlock to the north and even Ashby to the east. Most community users are from Ashbourne, Hilton, Hatton, Doveridge, Stone, and Uttoxeter.
- C.97 Marketing is done by the website, word of mouth, occasional leaflet drops. The School has tried some branding on cars.
- C.98 As with most independent schools, the School sees a primary focus of marketing to raise awareness of what is on offer at the site to parents who might one day consider sending a child there. But this is not the sole motivation and the School does seem to be genuinely community minded.

### **The Future**

- C.99 The School has had discussions with various potential long term partners whilst working on the development for their artificial grass pitch. Ashbourne Hockey Club has considered relocating their operation to the site.
- C.100 The School has existing relationships with cricket clubs for net practice. If these can be sustained in future, this will be beneficial in a strategic sense because three to four months of cricket is often difficult to programme into the timetable of any sports halls elsewhere which are much busier with other sports.
- C.101 The only other query is whether the School would be interested in working a little more with the local Rocester community if they have any needs for a full sized sports hall which cannot be met either at the village hall or The JCB Academy. As explained in the previous section, the JCB Academy's own students are unlikely to be in the vicinity between 5pm and 7pm when the Abbotsholme sports hall may be available and so there is no value in asking about integrated after school clubs.

### **Denstone College**

#### **Location and Approach**

- C.102 Denstone is earmarked as Tier 2 Local Service Village. Denstone College lies west / south west of this on a very extensive site in the countryside. The College's buildings start just under half a mile beyond the edge of the Village.
- C.103 There is an amazing array sports facilities at Denstone College:

#### Indoors

- sports hall,
- drill hall used / ancillary hall,
- swimming pool,
- squash courts,
- health and fitness suite estimated at fourteen stations.

#### Outdoors

- two artificial grass pitches, (one lit one unlit);
- six lane cinder athletics track;
- nine hole EGU affiliated golf course;
- dedicated tennis courts as well as ones laid out seasonally on one of the AGPS; and
- numerous natural turf pitches for rugby union, football, cricket and rounders.

- C.104 As the College website states: *"There is a rolling programme for improvements to all our buildings, new and old, and the College maintenance, grounds and domestic teams continue to keep the College at its best."*
- C.105 Upon entering the grounds the more recent, unlit AGP is immediately on the left. One passes between two immaculately kept cricket tables (in May) to the main School entrance. Most of the built sports facilities are away to the left: sports hall, drill hall, swimming pool, squash courts and athletics track. However, the other artificial turf pitch, which is the only one which has regular community use, is away to the right down an incline.
- C.106 The site has been developed over decades with the needs of the College paramount. Rather than spend time speculating on how many of these facilities might be available to the community using various management models, it is as well to be aware of the College's position on community use.
- C.107 *"The critical feature to understand is that the College wants sports facilities to be available for their boarders. This is the primary purpose for which they have been provided. They are a key life experience, a major marketing point of the School, so there is a tension which has to be managed between even the current levels of community use and expectations of pupils."*
- C.108 Nevertheless the College does clearly value community involvement and has regular community lettings which are particularly focused on the artificial grass pitch, the swimming pool and the sports hall.

#### **Sports Hall and Swimming Pool Audit**

- C.109 The actual dimensions of the sports hall are 40.2m x 22.1m x 8.1m clear height. This is 888m<sup>2</sup>. The actual is bigger than the Active Places figures (40m x 20m). The actual dimensions are very close to Sport England's 2012 recommendations for a five court hall, which is what this was modelled at. Paradoxically, the FPM calculated courts will use an area calculation and because this is more than 832m<sup>2</sup>, the Model will count it as a six court hall, unless specifically directly otherwise in the preparation of the technical specification for FPM runs.
- C.110 This would not be a good outcome for any future modelling because there is a real question as to how many community hours are being allowed in the sports hall, with the possibility that they may already be inflated. Increasing the number of badminton courts will exacerbate that. For the 2013 run it had an FPM throughput of 7,669 users.
- C.111 The modern (2000) sports hall has three indoor cricket nets and these form a significant portion of the community usage in winter months. The Bursar's estimate of sports hall lettings to the community was about 15 hours per week, two hours each evening Monday to Saturday and three hours on a Sunday. As we found at Abbotsholme School, he mentioned that early evening around 5.30 pm to 7.30 pm is more likely to have community use whilst the boarders are doing prep.
- C.112 There is also an elderly drill hall alongside the sports hall dimensions 29.5m x 15.2 m x 4.7m clear height. Fortunately this is not on Active Places as it would have further distorted the

modelling, especially if treated as an ancillary hall to a modern sports hall as ancillary halls have higher intensity usage protocols.

- C.113 The swimming pool dimensions are 22.95m x 11.1m (255m<sup>2</sup>) ranging from 0.8m to 2.8m deep. Active Places gives the pool as 22m x 12m = 264m<sup>2</sup>. This minor tank discrepancy in length and width does not in itself affect the Model outcomes much.
- C.114 However the fact that these are clearly old imperial dimensions suggests strongly that the Active Places build date of 1979 is incorrect. The College confirmed that the pool was built in the mid to late 1960s. This will produce a far greater difference through alteration of the attractiveness weightings. The pool was modelled at 53%. If the pool is, say, 1968 then the attractiveness weighting in 2013 would have been 34% which is a significant difference. The annual throughput figure of 14,183 would be reduced and the demand reallocated elsewhere.
- C.115 At present the swimming pool is very well used. During this past year, a "learn to swim" programme for local children has taught around 250, although only about 150 of these have been at Denstone's own pool. The College said that the build-up of this predated the closure of Uttoxeter Leisure Centre. This "learn to swim" programme is currently taking up about 15 hours per week of pool time.
- C.116 Cheadle Swimming Club and Dove Valley Swimming Club have a 2.5 hour slot most days and therefore take a further 15 hours of pool time per week. There are then some further occasional lettings for example to a sub-aqua group.
- C.117 The total number of hours for the swimming pool should probably be increased for FPM modelling to 33 hrs per week. But the sports hall needs to be reduced from 25 hours to 15 per week.
- C.118 For the future, the College advised that the present pool hall has a maximum life of ten years remaining, and possibly as few as five. The pool will definitely not be there in its current form in 2031. The Bursar stated that there was no guarantee that the College would replace the swimming pool, given the capital and revenue expense. Therefore it may be advisable to do some FPM scenario testing in future without a pool with community access on this site.

#### **Abbots Bromley Girls School**

- C.119 Despite persistent attempts we were unable to gain access to this site. We have therefore been unable to verify the Active Places data. This states that the hall is marked for three badminton courts but is 34m x 18m. However from publicly available aerial photographs, what appears to be the flat roof of the sports hall is about 18m wide but only just over 27 meters long. It has been marked on the Technical Specification as a three court hall, so the dimensional error should not be significant.
- C.120 The School's website has a page on "*Hiring our Facilities*". "*We offer term time use of the swimming pool and sports pitches to regular users, when not in use by the school. During school vacation periods, the school and all of its facilities are available for group hire. With our recently refurbished and impressive theatre, sports pitches (tennis courts, running track, astro) and pool, we are a popular venue for summer school groups. In recent years we have welcomed Language Schools, Church Groups, Operatic Societies and Sports Groups amongst others. We also have fantastic dance facilities and an equestrian centre, offering unrivalled opportunities for specialist groups. The school is available for hire during the Easter and Summer periods. Please check with Bursar or Head's PA for specific dates.*"
- C.121 There is no reference at all to hiring the sports hall. FPM throughput in 2013 was 8,552 based upon 22.5 opening hours per week of the sports hall: 17.30 to 22.00 Monday to

Friday and closed to the community at weekends. According to the website, the swimming pool is the only indoor sports facility hired out during termtime. All of the other lettings are short in duration during the Easter or Summer holidays.

- C.122 The swimming pool is claimed as 23m x 10m with a date of 1960, refurbished in 2009. The length suggests a pool with imperial dimensions which is consistent with this original build date. The FPM throughput in 2013 was 10,662 which seems more plausible than the sports hall FPM figure.
- C.123 Abbot's Bromley is a rural area close to the western boundary of the Borough. The Facilities Planning Model projected annual throughputs of 8,552 for the sports hall and 10,662 for the sports hall at Abbot's Bromley School. These are modest figures. The location means that some of this modest FPM demand would have been drawn from the neighbouring local authority areas of Stafford and Lichfield rather than within in East Staffordshire. Therefore our inability to assess the Abbot's Bromley site has had very limited impact on the analysis and does not compromise the FPM findings.

### **Smallwood Manor Preparatory School**

- C.124 You did not ask us to visit this site in the brief. However once we had the Technical Specification we noticed that this site was added to the Active Places database, apparently in 2013 when the FPM was about to be run. This would have been at a time when ESBC was already in negotiations with this venue to carry some of the swimming demand whilst Uttoxeter Leisure Centre is closed.
- C.125 The pool is recorded as 25m x 8m built in 1970 and refurbished in 2012. The information on the ESBC website for arrangements whilst Uttoxeter LC is closed provides the following photograph of the Smallwood Manor Pool.



- C.126 Publicly available aerial photo coverage of the site indicates a building with a ridged roofline prior to 2012. The curved structure above plus some limited new build on the north side appears on the current aerial. The product above appears to be an Oxford / Swimex Pool Enclosure.
- C.127 We firmly support ESBC's efforts to take care of their Uttoxeter customers whilst redevelopment is proceeding. Smallwood Manor's willingness to assist is also

commendable. But from the perspective of long term planning, is this Smallwood Manor facility being considered as part of the network up to 2031? The Technical Specification seems to suggest so, because it appeared in both Runs 1 and 2. Structures such as this are often guaranteed for about ten years, so it is may not be this one still in place in 2031. The pool tank will be 61 years old by then. The projected FPM throughput in 2013 was 7,965 visits.

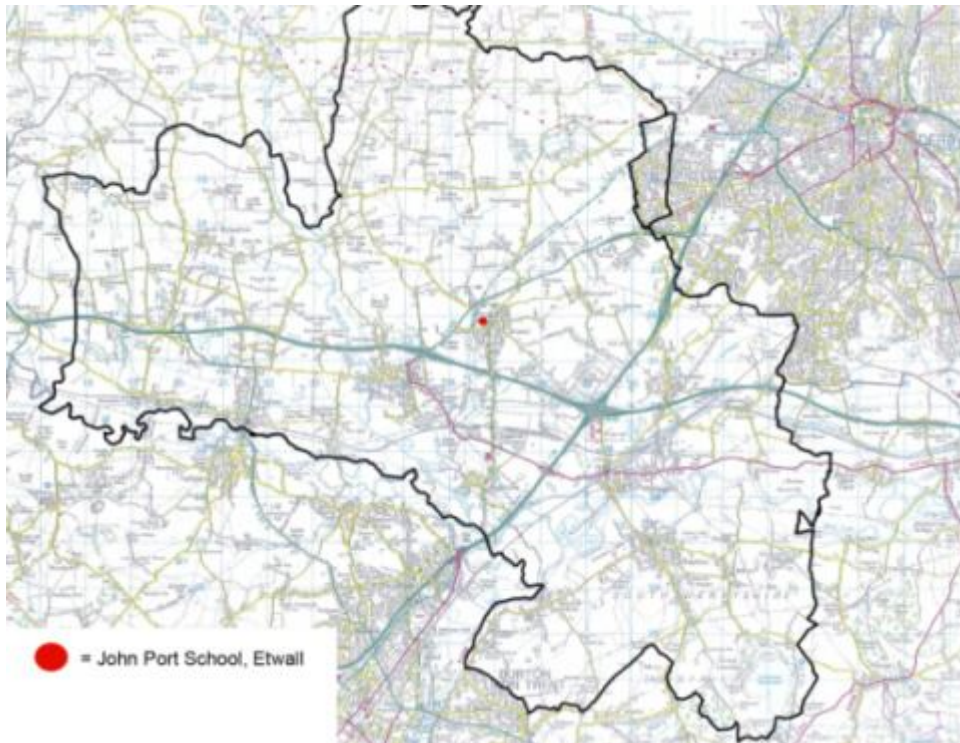
## Extended Version of Section 7

### South Derbyshire and 3 of the closer sites

- D.1 As part of the agreed project, we first approached the Head of Community and Planning Services at South Derbyshire District Council for an overview of public sector leisure facilities which are relatively close to the East Staffordshire boundary. South Derbyshire has experienced significant housing growth in recent years with considerably more expected by 2028. Planning is for an additional 13,500 homes, of which half already have planning permission.
- D.2 South Derbyshire has also undertaken Facilities Planning Modelling for swimming pools and sports halls. The District already has a shortfall in provision and with the extra housing, it may need additional sports hall provision equivalent to sixteen badminton courts and additional swimming pool provision equivalent to six to eight lanes. These are clearly very substantial shortfalls. Demand is likely to fall partly on East Staffordshire if these shortages in supply are unfulfilled.
- D.3 The Head of Community and Planning confirmed that the other two secondary schools in Swadlincote, William Allitt School and Granville Sports College, have very limited sports hall facilities which are of little interest to community users. They do not have swimming pools.
- D.4 We were not asked to contact Repton School, which is only three miles from Winhill in East Staffordshire, but the view expressed by South Derbyshire DC was that the pool and fitness suite operate as a private members club. However, he had little knowledge of the usage of the various halls. According to Active Places and the School's website Repton has:
- floodlit water-based artificial grass pitch – these are specific to hockey;
  - floodlit sand-dressed artificial grass pitch slightly smaller than full size. The School's website only refers to one of these two being available for hire;
  - 28 station fitness suite for registered members only;
  - two court indoor tennis centre with pay and play access – built 1989 and refurbished in 2004;
  - a 1995 sports hall with 45 hours of community use (29 in the peak period) which is 32m x 23m – for sports club and community groups only;
  - a 1995 swimming pool 25m x 12.5m – registered members only;
  - a gymnasium in a Victorian listed building;
  - 12 outdoor tennis courts; and
  - various natural turf pitches.
- D.5 Provision is obviously substantial. We are unable to verify this data or the extent to which these facilities are used by the community.

### Etwell Leisure Centre / John Port School

- D.6 This is a very high profile dual use leisure centre based at an exceptionally large state academy with a PAN of 347 which produces 2,200 on roll. The catchment for school pupils is predominantly in Derbyshire but includes Tutbury and Rolleston. The map below gives some idea of this catchment including the parts in East Staffordshire:



D.7 The School is on the west side of Etwell and the Leisure Centre is at the south end of the school site, fronting onto Hilton Road. This is one of the best examples of siting a leisure centre to ensure prominence to the community, although the roadside façade could have been enhanced somewhat.

D.8 Inside the building the sequencing works really well with good views into the activity spaces. Having the artificial grass pitch behind the Leisure Centre enables a good management control point for outdoor as well as indoor facilities.

D.9 The main leisure centre was developed in 2009 and includes:

- 6 badminton court sports hall;
- 6 lane swimming pool;
- large elongated studio about 20m x 7.7m overlooking the pool; and
- health & fitness suite with 29 stations which is already considered too small by the operator.

D.10 According to Active Places the artificial grass pitch was added in 2013. The two squash courts, which are further back on the site alongside the AGP, date from 1980.

#### **FPM Issues**

D.11 The main sports hall is recorded correctly with dimensions of 34m x 27m. Even though the hall is only five years old, the recommended dimensions for a six court hall have now added 0.5 metres to the length.

D.12 The off peak opening hours should be reduced by those which are solely school curriculum use. This is from 9am – 5pm Monday to Friday with the exception of two 90 minutes slots. The FPM hours should read 38 peak and 66 total. This will reduce the

throughputs to some extent but much less than if the reduction had been in peak period hours. FPM throughput in 2013 was 117,000.

- D.13 There is an Etwall Leisure Centre ancillary hall in the database but this has been described as too small, without any dimensions being given. It has no build date but an attractiveness weighting of 20% implies it is pre Second World War. It has not been included in the analysis.
- D.14 The dimensions of the pool were correctly recorded as 25m x 12.5. However the community hours are incorrect. The peak hours should read 49.5 because the community sessions at lunchtime are only 1 hour rather than 90 minutes Monday to Friday. The off peak hours should be reduced by 25 hours to reflect school use times - 49.5 peak and 78 hours total. This will reduce the throughput figure from 156,170.

### **Management and Operations**

- D.15 Managing a wet and dry leisure centre of this scale as well as a School of almost 2,200 pupils and about 140 full and part time staff would be an insuperable task and the Head and Governors have not done so. Management of the Leisure Centre is down to Active Nation, a registered charity which manages 17 sports and exercise venues across the UK, working with 6 local authority partners to deliver a variety of innovative sports and exercise programmes for all ages and abilities.
- D.16 Active Nation also manages Green Bank Leisure Centre for South Derbyshire District Council. Some of their centres elsewhere in the country such as The Quays in Southampton and White Horse Tennis and Leisure Centre in Abingdon, Oxfordshire are high profile facilities.

### **Catchments**

- D.17 For reasons of commercial confidentiality, we agreed with you in the formation of the brief that we would not attempt to gain detailed user information which related to South Derbyshire District's residents or financials from the Active Nation sites. We did ask at Etwall whether they were aware of East Staffordshire residents travelling to use their facilities, but the answer was imprecise. The implication was that because settlements such as Hilton were experiencing significant housing growth already, that most of the usage from the south was coming from residents within South Derbyshire District and relatively few residents were coming from across the County boundary; but no figures were offered to quantify this.
- D.18 When asked about his perception of catchments, South Derbyshire's Head of Community and Planning Services said that he believed that about 30%-40% of Etwall's usage was pulling from Derby City.

### **Good practice example**

- D.19 It is worth encouraging anyone interested in community leisure provision on a school site to visit Etwall Leisure Centre and see what can be achieved at a modern dual use site.

### **Green Bank Leisure Centre**

- D.20 This is the principal public leisure centre for Swadlincote. It is located near the western end of the Town centre. The name reveals that this is a sloping site which provides some challenges externally and internally.

Green Bank Leisure Centre consists of:



- 25m main swimming pool;
- trainer pool;
- fitness suite with 60 pieces of equipment;
- exercise classes;
- children's activities;
- sauna;
- 2 squash courts;
- sports hall with 6 badminton courts – 32m x 23m x 7.6 clear height with a Granwood floor – 2 stores 39m<sup>2</sup> and 61m<sup>2</sup> = 100m<sup>2</sup>;
- cafeteria;
- function room;
- crèche; and
- Grove Hall – separate building, adjacent to main complex, but up the hill – 22.5m x 16.5m 4.78m to height obstruction – Granwood floor. 44m<sup>2</sup> of storage (slightly too little)

### **FPM implications**

- D.21 The sports hall is dated 1978 with 32m x 23m x 7.6 clear height and a Granwood floor. This means that it is three metres too narrow for the minimum size of a six court hall. At 736m<sup>2</sup>, the Facilities Planning Model will record four calculated courts, not six. This will have a significant impact on the capacity of this hall which had 200,937 user visits in the 2013 run.
- D.22 The swimming pool was very busy during our late afternoon visit and so we were unable to verify any measurements in the pool hall.

### **Management**

- D.23 In April 2011, South Derbyshire District Council started a seven-year partnership with charity Active Nation in a bid to get more of its residents active. Active Nation is a 'not for profit' charity where all monies spent at the leisure centres by users, are reinvested to further improve the health of the community and to inspire and motivate residents to get fitter and healthier. The partnership aims to enhance significantly the facilities at the centres through a major investment programme spanning over the course of the contract.
- D.24 Green Bank Leisure Centre was undergoing a £500,000 refurbishment during our visit which will take out the former function room and create a new 30 bike indoor cycling studio, refurbished gym, new sauna, improved fitness changing area, crèche and refurbished café. This is a partnership between South Derbyshire District Council, Sport England and Active Nation.

### **The Pingle School**

- D.25 The Pingle School is a co-educational, comprehensive, foundation, secondary school for students aged 11-19 years. Currently it has 1,231 on roll. As the crow flies the sports hall there is less than 500 metres from Green Bank Leisure Centre in Swadlincote. However, by road, it necessitates negotiating three residential streets, the second of which has speed humps, whilst the third is a cul de sac; the distance by road is about 1,100 metres. Finding the School for anyone unfamiliar with the Town is difficult. New housing is planned for the area south of the School site.
- D.26 The Head of Community and Planning at South Derbyshire said that the School works as a form of club hub rather than a leisure centre. The Council has tried in the past to persuade the School to outsource their facilities without success. The School has recently appointed a new business manager whom we met very briefly.

- D.27 Community users approach via the gates at the north west corner. The sports facilities are grouped down the west and south sides of the buildings. In respect of their positioning they are a little better than John Taylor High School at Barton, but not a lot.
- D.28 Pingle School has the following sports facilities:
- swimming pool;
  - old gymnasium – probably unused by the community;
  - sports hall;
  - small fitness suite – not open to the community;
  - artificial grass pitch; and
  - five outdoor tennis courts and a separate hard play area in relatively poor condition
- D.29 The swimming pool is the first building arrived at on the left side of the drive. The pool was in use during our visit and so there were no opportunities for detailed audit. Active Places dates it as 1970, 20m x 8 metres with 26 peak opening hours and 35 overall. This produced an allocation of 18,264 user visits on FPM. We were provided with a sample winter timetable for the sports hall and AGP but not for the pool and so are unable to comment on this. The changing facilities are dishearteningly basic and not fully DDA compliant.
- D.30 There is an elderly gymnasium, size 20.2m x 11.6m x 4.9 high. On Active Places, a studio is listed as 1970 and 25m x 10m and this is probably the same thing. This appears to have the same available opening hours as the sports hall. However there are no bookings for the gymnasium on the sheet, so it just as well that this does not seem to have been included for FPM modelling purposes. Aside from its age and lack of immediate access to changing facilities, this is in a separate building from both the sport hall and the swimming pool.
- D.31 The sport hall dates from 1999/ 2000 although from the outside it looks as though it has had a hard life. The School has suffered from some serious arson attacks over the years and there was evidence of vandalism on the back of the sports hall and on the artificial grass pitch. In the changing rooms we met a cleaner trying to remove ink stains from a pen which had deliberately been ground into the floor covering. She said some of the students regarded crushing pens to cause ink damage as a game. The fitness suite is too small to be opened to the community, but the suite, which is next to the office, had several pieces of broken equipment suggesting more vandalism.
- D.32 The sports hall is 32.1m x 17.1m x 7.1m clear to the height of the heating elements = 549m<sup>2</sup> area. Although this is smaller than the Active Places estimate of 594m<sup>2</sup>, it does not impact on FPM as it remains four calculated courts. We viewed after school. The hall was being used in May for examinations although surprisingly the sport hall floor was not covered. There is an outdated climbing wall in one corner of the hall.
- D.33 There are two stores, each of 18m<sup>2</sup> which is too little for a sports hall of this size. It would appear that when the artificial grass pitch was constructed that part of the indoor storage may have had an exterior door created to produce an exterior store. The five-a-side soccer goals were hung up in the sports hall rather than being stored away.
- D.34 Analysing the sample winter sports hall programme we were offered indicates: cricket 8.25 hours; Badminton 2.5 hours; Netball 1 hour; Basketball 4 hours. As South Derbyshire DC advised, the sports hall has a classic club hub programme with different sports on different evenings. All the four sports above benefit from using the whole hall and clubs for these sports prefer locations with not too much pressure over session times. This is the home venue for Swadlincote Scorpions Basketball Club on Thursday evenings:  
<http://www.swadbasketball.co.uk/>

- D.35 The FPM places an attractiveness weighting of 36% to allow for age and school management. This allows for the booked hours being around 16 per week rather than the 35 available. The FPM throughput figure 31,238 does not allow for the sports hall being decommissioned for several weeks for examinations. It does not allow for lighter programming or closures over the school holidays. Furthermore the four sports of cricket, basketball, badminton and netball are not high density users of a sports hall. One would expect 10 to 18 people to be using the hall at any one time. The high density users such as multi-sports, keep fit, gymnastics and martial arts are missing from the programme. From the information which we have been given it would be surprising if the actual throughput of this hall was greater than 10,000, against FPMs prediction of 31,238.
- D.36 This raises the question of where the other demand is going. Some of it may be going to smaller halls on other sites nearby. For example, the Regional table tennis officer advised us that Granville Sports College in Swadlincote which has two old gymnasiums dating from 1965 according to Active Places, nevertheless hosts a table tennis after school club, albeit essentially for pupils of that school. A leisure centre operated by a local authority or contractor might include some indoor bowls in their sports hall programme; but in Swadlincote, such activity is more likely to take place at Church Gresley Indoor Bowls Club which has eight permanent indoor rinks <http://www.cgibc.co.uk/>
- D.37 The Pingle School illustrates some of the benefits but some of the challenges of school-managed community use facilities.

## Sports Halls in East Staffordshire and 4 South Derbyshire Sites used in Facilities Planning Modelling – Autumn 2013 - Page 1

**Key:** Black rows are from the 2013 Technical Specification; **Purple rows** are drawn from information collected during this study.

**Blank cells on the purple rows on the table means no known need for correction. X and Y co-ordinates were NOT checked.**

**FPM Throughput** – annual usage figure for this centre as generated by FPM in 2013 study – Source: Appendix 1 of that report

**Type:** Main Hall or Ancillary / Activity Hall as defined by Active Places

**Length** in metres: x **Width** in metres: of hall = Floor **Area** in square metres

**Refurbishment Year:** of latest major refurbishment of the activity space (not necessarily the changing rooms)

**Peak Hours** – per week largely weekday evening and weekends as defined by the FPM protocol

**Total Hours** – peak and off peak hours together – both are taken from Active Places database

**Management Intensity** – from Active Places depending on the sector type – local authorities and third party contractors usually high; schools management usually low – impacts on attractiveness weighting percentage. High or Low

**Attractiveness weighting** – FPM generated, depending on age since build or last refurbishment, and management intensity.

Site Name	FPM 2013 Throughput	Hall Type	Length M	Wid M	Area M <sup>2</sup>	FPM Calc Ct	Build Year	Refurb Year	Peak Hours PW	Total Hours PW	Man'gmt High Low	% Att Weight	Corrections – Effect Major / Medium / Minor In reality MORE or LESS capacity
Abb'ts Bromley	8.552	Main	34	18	612	4/3	1982	2003	22.5	22.5	Low	44%	Site Unseen – query is there ANY community use of hall?
Denstone Coll	7,669	Main	40	20	800	5	2000		20.5	25.5	Low	47%	Medium impact – fewer hours for community use = LESS CAPACITY in reality
Denstone Real		Main	40.1	22	888	?6			15	15			
John Taylor HS	24,062	Main	33	18	594	4	1950		33	36		22%	Major impact – wrong build date= wrong weighting MORE CAP but open only half the year – Overall LESS CAPACITY
John Taylor HS Real	Actual Lower	Main	32	17.6	563	4	1976		Hours too high; Closed in holidays			33%	

Site Name	FPM 2013 Through put	Hall Type	Length M	Wid M	Area M <sup>2</sup>	FPM Calc Ct	Build Year	Refurb Year	Peak Hours PW	Total Hours PW	Man'gmt High Low	% Att Weight	Corrections – Effect Major / Medium / Minor In reality MORE or LESS capacity
Meadowside LC	131,427 Actual 78,345 across both halls	Main	30	26	780	5	1980	2010	38	83	High	62%	Database errors probably cancel each other out across the main and ancillary halls but FPM throughput was 131,427 annual visits ; actual throughput was 78,345. Why?
Meadowside LC Real		Main	32	26	832	5 / 6	1980	ignored				? OK	
Meadowside LC		Act'y	22.4	12	269		1980	2010	38	83	High		
Meadowside LC Real		Act'y						2010					
Paget HS	11,250	Main			486	3	1973	2010	15	15	Low	45%	High weighting for cosmetic refurb. Hall too narrow. Availability accurate but very few hours are actually booked - LESS USE
Paget HS	Actual is very low	Main	30.2	16.5	498				Few actual hours booked -hall poor				
Paulet HS	15,450	Main			594	4	1975		15	15	Low	32.6%	Main hall wrong date = wrong weighting = MORE CAPACITY Should be 48.5%; Real usage is lower than predicted.
Paulet HS Real			33.2	18.3	608	4	2007						
Paulet HS		Act'y	20	10	200		1975		15	15	Low	44.6%	Major Impact - Should not be counted towards FPM as this is a specialist gymnastics centre.
Paulet HS Real			26.6	12.2	325		1975	2007			N/A		
Robert Sutton CC	37,308	Main			594	4	1989	2008	30.5	33.5	Low	47.5%	Major Impact – Specialist table tennis centre only Mon – Wed evenings and some weekends. Hall narrow and poor clearance. Query inclusion in FPM at all. Gymnasium is seldom let out – poor quality.
Robert Sutton Coll Real	Query 0	Main	33.7	16.8	566								
Robert Sutton CC		Act'y			180		1965		30.5	33.5	Low	27.2%	
Robert Sutton Coll Real		Act'y	21.4	12.2	261								
De Ferrers Trent	22,972	Main			594	4	2008		13	17	Low	49.6%	Hours of sports hall are actually probably low given this is marked as low intensity site. However, sports hall is taken out for examinations.
De Ferrers Real		Main	33	18	594	4			23	23			
De Ferrers Trent		Act'y			180	1	1963		15	15	Low	26.3%	

Site Name	FPM 2013 Through put	Hall Type	Length M	Wid M	Area M <sup>2</sup>	FPM Calc Ct	Build Year	Refurb Year	Peak Hours PW	Total Hours PW	Man'gmt High Low	% Att Weight	Corrections – Effect Major / Medium / Minor In reality MORE or LESS capacity	
De Ferrers Academy Trent in Reality		Act'y	21.3	12.2	260	1							Overall throughput may be about right – but not recorded by School	
Shobnall LC	65,805	Main			594	4	2002		38		83	High	93.3	Slightly longer hall in reality but main issue is actual throughputs much lower than FPM allocation Why?
Shobnall LC Real	36,078	Main	36	18	648	4								
Thos Alleynes	13,582	Main			594		1975		20.5		21	Low	32.6	The slightly larger hall does not impact on the FPM modelling. Very serious lack of storage. There are no bookings for the sports hall at weekends. No evidence of any bookings for old gym. Changing facilities poor for sports hall & worse access for gym - remove gym from FPM.
Thos Alleynes Real	Should be lower	Main	36.7	18.3	672	4			Not more than 15 hours					
Thos Alleynes		Act'y	18	10	180	1	1975		20.5	21	Low	32.6		
Thos Alleynes Real	Seldom let	Act'y	18.25	9	164	0	Much older					Too high		
Uttoxeter LC	65,662	Main			594	4	1985	2014				High	90%	Hall too narrow for quality badminton, two short for 4 courts. Hall itself not refurbished so % weighting is too high. Major Impact
Uttoxeter LC Real	21,795	Main	29.5	16.5	487	3	? 1989/90	Not hall				Too high		

Site Name	FPM 2013 Through put	Hall Type	Length M	Wid M	Area M <sup>2</sup>	FPM Calc Ct	Build Year	Refurb Year	Peak Hours PW	Total Hours PW	Man'gmt High Low	% Att Weight	Corrections – Effect Major / Medium / Minor In reality MORE or LESS capacity
St George's Park National FA Centre	1,387	Main	60	40	2,400	16	2012		8	8	Low	10%	Not audited as part of the brief. This hall is marked only for futsal. It has obviously been allocated Low Intensity, short hours and minimum percentage weight to avoid distorting the local results
<b>SOUTH DERBYSHIRE</b>													
Etwall LC	117,244	Main			918	6	2009		38	103	H	98.6%	Impact on ESBC sites unclear. Draws a lot from Derby City. Off peak hours need to allow for school usage
Etwall LC		Main							38	66			
Green Bank LC	200,937	Main			918	6	1978	2009	38	112	H	88.4%	Hall is too tight for 6 courts and with actual floor area would be
Green Bank LC Real		Main	32	23	736	4							
Green Bk Grove Grove		Act'y			324	2			38	112	H	88.4%	Larger ancillary Grove Hall will partly counteract effect of above but a lot of equipment stored on floor of Grove hall.
Green Bk Grove Real		Act'y	22	16.5	363								

Site Name	FPM 2013 Through put	Hall Type	Length M	Wid M	Area M <sup>2</sup>	FPM Calc Ct	Build Year	Refurb Year	Peak Hours PW	Total Hours PW	Man'gmt High Low	% Att Weight	Corrections – Effect Major / Medium / Minor In reality MORE or LESS capacity
<b>Pingle School</b>	31,238	Main			594	4	2000		24.75	35.25	L	47.1%	Actual dimensions slightly smaller but will not affect FPM. Hall used for exams & has few holiday bookings. Programme is mainly lower capacity sports so real throughputs lower
<b>Pingle School Real</b>	Actually much lower perhaps 10,000	Main	32.3	17.1	552	4							
<b>Repton School</b>	32,410	Main	32	23	736	4	1995		29.25	45.25	L	45	Large site not visited as part of this study, but sufficiently close to influence capacity locally especially as it is modelled with fairly long opening hours and large floor area.
<b>Repton School</b>		Act'y	18	10	180	1	1907		29.25	45.25	L	20	



### Additional Health and Fitness Provision Calculation

- F.1 There are three tables below. The first compares East Staffordshire to the contiguous Boroughs / Districts and the two nearby cities of Stoke-on-Trent and Derby. The second compares ESBC to the five closest corresponding authorities according to ONS data. The third table indicates the effect of anticipated additional population by 2031 resulting from additional housing in the local plan for East Staffordshire and also for Drakelow Village in South Derbyshire.
- F.2 In each case the methodology used is to identify the number of health and fitness stations in the Borough which are operational, under construction or temporarily closed. From this we have calculated a simple ratio, fitness stations per 1,000 population. In order to have standard statistics for all of the Districts being compared in the first two tables, the 2011 Census data Table KS101EW has been used. This circumvents problems resulting from differing methodologies adopted by local authorities when estimating their own populations.
- F.3 It is recognised that Stations per 1,000 population is a broad measure, but one which gives a reasonable indication seventeen years out, of the likely need for health and fitness provision which may be generated from residents of the new housing when coupled to existing demand.
- F.4 Table: East Staffordshire Borough compared to contiguous boroughs / districts in terms of health and fitness stations per 1,000 population. Source of supply side data: Active Places Power; Source of Population Data ONS/ Census 2011 Table KS 101 EW. Note that East Staffordshire's number of stations has been adjusted to allow for Uttoxeter Leisure Centre reopening with 50 stations in their new health and fitness suite.

Health and Fitness Stations per 1,000 population ESBC compared to contiguous Districts / Boroughs	No of stations with some level of public access /	2011 Census Population	Fitness Stations per 1,000 population
East Staffordshire	576	113,583	5.07
Stafford	668	130,869	5.10
Lichfield	369	100,654	3.67
Staffordshire Moorlands	278	97,106	2.86
South Derbyshire	243	94,611	2.57
Derbyshire Dales	192	71,116	2.70
City of Derby	1,359	248,752	5.46
City of Stoke on Trent	1,405	249,008	5.64

- F.5 The table above indicates that East Staffordshire has a similar ratio of fitness stations per 1,000 population to Stafford Borough, which also has one town much larger than the other settlements in the Borough. Cities like Derby and Stoke tend to attract slightly higher ratios per 1,000, it is thought because some commuters into the city join a gym near where they work, rather than close to where they live. This creates something of a "shadow effect" in some rural districts which abut cities and may be part of the explanation why Derbyshire Dales, South Derbyshire and Staffordshire Moorlands have lower ratios. Smaller towns tend not to attract major health and fitness chains.
- F.6 The next table compares East Staffordshire Borough to the five closest "Corresponding Authorities". This uses an Office of National Statistics methodology which collapses 42

variables to identify the five authorities in England which are closest to the one under consideration. East Staffordshire has one authority, Erewash which is considered extremely similar under the ONS classification and four which are very similar: Kettering, Nuneaton and Bedworth, Sedgemoor and South Somerset. These are high levels of similarity for comparator authorities.

Health and Fitness Stations per 1,000 population ESBC compared to ONS Corresponding Authorities (closest five)	No of stations with some level of public access /	2011 Census Population	Fitness Stations per 1,000 population
East Staffordshire	576	113,583	5.07
Erewash	450	112,081	4.01
Kettering	561	93,475	6.00
Nuneaton & Bedworth	606	125,252	4.84
Sedgemoor	472	114,588	4.12
South Somerset	741	161,243	4.60

F.7 The table above shows that East Staffordshire is ranked second amongst six comparable authorities in terms of level of provision for health and fitness. It has only a slightly higher level than Nuneaton and Bedworth, and considerably less than Kettering.

F.8 The final table shows what happens when we project forward to 2031 and add the population anticipated to reside in the new housing. There are four calculations here. We have used ESBC's Strategic Market Housing Assessment which has two scenarios. The lower of these is called "Projected Population rebased SNPP 2010" which gives us a 2031 projection of 133,978. The second higher projection is entitled "Employment Led Population projection which gives a 2031 figure of 135,746.

F.9 These figures do not take into account Drakelow Village, which is in South Derbyshire District. However, we are talking about adding health and fitness provision to Paulet High School in Stapenhill and John Taylor High School in Barton-under-Needwood. Paulet School is one third of the distance for a Drakelow Village resident to travel compared to going east into Swadlincote. Once the new Walton road bridge is completed it is likely that South Drakelow Village residents will find it as easy to go to a health and fitness suite in Barton as they would to travel to Swadlincote. We have therefore given figures assuming that these new Drakelow residents will utilise ESBC facilities. It may be that there will be some "leakage" of demand from Drakelow to Swadlincote but this is likely to be modest.

F.10 Drakelow Village is projected to have 2,239 houses. We have assumed 2.1 per house giving a population for the Village of 4,700 residents.

Health and Fitness Stations per 1,000 population Now compared to 2031	No of stations with some level of public access /	2011 Census Population & 2031 projections	Fitness Stations per 1,000 population
East Staffordshire Now	576	113,583	5.07
Scenario 1 Pop rebased SNPP	716	133,978	5.34
Scenario 2 Employment Led	716	135,746	5.27
Scenario 1 + Drakelow	716	138,678	5.16
Scenario 2 + Drakelow	716	140,446	5.10

F.11 In the table above, the supply side of health and fitness provision has been increased by 140 to allow four health and fitness suites, each of 35 stations, at De Ferrers Academy,

Paulet High School, either John Taylor HS or the new school, and Thomas Alleyne's HS Uttoxeter.

F.12 We can see from the table that the increase of 140 stations actually gives a ratio per 1,000 population very similar to that which East Staffordshire has today. In other words the extra 140 stations are to cater for the additional population who will occupy the new housing.

## Interview Form used with Schools in East Staffordshire

Assessing Current Levels of Sporting Community Use of the School and seeking views on likely future use

## DRAFT QUESTIONNAIRE - SCHOOLS

Name of School	
Position of contact	
Address	
Email	Tel:
Date of Interview	

**Note:** This template is an indication of the issues of interest. The relevance of each issue will vary from school to school. In some cases answers to one question will make a later one redundant. The questions are focused on sports facilities which are capable of intensive use i.e NOT natural turf pitches. There will be a number of schools with little or no community use where most of the questions below will be irrelevant.

**A. OVERVIEW**

*Purpose of this is to understand how community use (if there is any) of school sports facilities developed*

**Housekeeping**

1. What type of school are you? (if undergoing change - stage reached in e.g. transfer to academy etc)
2. Date of opening of sports facilities – (differentiated where they have opened at different times)

**Funding & Financial Issues – Capital**

3. Do you know how the built sports facilities were funded? (details of partnership funding: source of funds: Total cost of project; Grants and Awards (agency and amount); loans (agent and amount). Note that the question is likely to need breaking down into each intensive use sports facility – in many cases they will have been built or refurbished at different time periods. Answers can be cross-checked with Active Places and any data we collect on site – plaques of openings, design features specific to certain eras.

**Community Use**

4. If your School has any sporting community use, what is your rationale in opening up your sports facilities to the wider community now? (aims and objectives of school etc;)  
If the answer is NO to the above, GO TO last question (No 7) in this section.

5. Do you have a Community or Dual Use Agreement or Memorandum of Understanding? What parts of the school does it cover? Would it be possible for us to have a copy?
6. Are governors fully aware of the community use arrangements?
7. (If no/little community use at present) – Are you considering opening / extending use by the community in the future? What has prevented this to date?

## **B. MANAGEMENT AND OPERATION**

*Purpose: to know what happens now and explore thoughts given to various delivery options, identify key issues and problems for school in managing community use.*

### ***Delivery and management options***

8. How is the community use of your school sports facilities managed currently?:
  - Direct management by the school
  - Continued management by LA leisure department
  - Management through a club / NGB partnership:
  - Management by a local Trust
  - Management by a specialist community use provider eg Blue Leisure School Sports Management)
  - Hybrids of the above
  - Other
9. Are all of the sporting facilities which are open to the community, managed by the same agency? (If NO come back to this in more detail under OPERATIONS section later)
10. Can you give brief details of key personnel, structure, agreements etc (if these are not already apparent from previous questions)
11. Has your school ever considered any alternative delivery options? (Reasons why / why not) see questions below relating to clubs

### ***Business planning***

12. Any available business plans/projections for community use? Who prepares these? What is the school's involvement in their preparation / implementation?
13. If available, details of: Throughputs of users. Latest annual income, Latest annual expenditure especially what is included in expenditure? Net running costs
14. Does the business planning make allowances for a sinking fund to replace parts of the facility over a planned period (such as AGP carpet, sports hall floor etc). If so may we have details?
15. How is the community use aspect financed? e.g. does it require an external revenue stream separate from user/booking fees? (if yes, give details)

### ***Pricing***

16. On what basis is use of the facilities priced (pricing details) ? Concessionary charges?

### ***Operation***

*If different sports facilities are managed by different agencies, break down the answers below per facility.*

17. If an external agency manages community use of your school sports facilities, how does this work? Who does what?
18. If the School manages, which members of staff undertake this and doing what specifically?
19. Brief details of staffing: who, how many, how funded etc, including numbers of qualified coaches/instructors
20. Does your operation rely partly on volunteers? If so, how do you reward them?
21. Arrangements for Cleaning: staffing and finance
22. Arrangements for Repairs & Maintenance: staffing and finance
23. Arrangements for staff training

### **Programming**

#### *Facility opening hours;*

- *hours use by school;*
  - *hours open to the community*
24. How are the facilities programmed? (copy of timetable)  
If there are different hours for different sports facilities, seek timetables for each facility.
  25. Brief info on key users (clubs, coaches, informal groups, coaching and training sessions, courses, holiday play schemes etc) during:
    - after school periods (3.30 – 5.30pm);
    - evenings (5.30pm to close);
    - weekends (Saturdays & Sundays);
    - school holidays);
    - the school day
  26. Are the facilities fully used? Do you have any 'spare capacity' i.e. times when your sports facilities are not being used when you would be happy for additional outside use to take place? Do you have requests which you cannot accommodate?
  27. Who programmes use of the facilities?

### **Access**

28. Are all your sports facilities easily available for use by all members of the community? (disabled access etc)
29. Do you maintain any records, performance indicators of use by, for example,
  - Females
  - Males
  - U18s male and female
  - Elite - high performance users
  - Disabled
  - Target groups (BME etc)
30. Do you have a feel for the principal age – gender profile of the users of your sports facilities?

### **Marketing**

31. What do you perceive to be your primary catchment? (Answer to this could be geographical or user groups from specific sports who come from wider areas).
32. Would you say that the profile of your users is representative of people living within a mile of your site? If not who caters for these people?
33. Do you market and promote your sports facilities? How?
34. Prior to opening up your sports facilities for community use, did you carry out any assessments/research into the likely demand for, or use of, them by the local community (get brief details). Was this, or would it have been, helpful?
35. Did you / do you consult with other providers to discuss what may be needed locally?

### **Use by clubs**

36. On what basis do local clubs use your sports facilities – hiring, leasing, pay as you play, sports development sessions etc
37. Do any of your clubs have a degree of security of tenure – ownership freehold, long lease, short lease, license?
38. Have you (or clubs known to you) ever considered looking at arrangements whereby clubs help to manage the facilities in return for greater security of tenure?

## **C. DEVELOPING PARTNERSHIPS**

*Purpose: To establish knowledge/links with external agencies which can assist the school in managing community use*

### **Existing and desired partnerships**

39. Do you have partnerships or regular liaison with any of the following?
  - LEA
  - LA
  - NGBs
  - Local clubs
  - CSPs/Local sports networks
  - Residual networking from School Sports Partnership
40. If yes, what form do they take and what do they cover? (e.g. financial, management, sports development)
41. How do they work well? What could be improved?
42. Do you foresee any changes in your current partnerships? What could induce such changes? (Purpose of this is to try and discover whether there are any threats to budgets, without specifically raising this at this stage?)
43. If you don't have partnerships with some of the above – why not? (e.g. not aware, can manage on our own etc)

## **D. THE FUTURE AND RECAP**

In opening up your sports facilities for use by the wider community:

44. What are the main advantages – to the community and to the school?
45. What are the principal (top 5?) disadvantages, problems, issues, barriers
46. Is it your intention to maintain access for the community to your sports facilities outside of school hours for the next 2 or more years?
47. How do you foresee current legislation and government policies impacting upon community use at your school?
48. Are there any improvements to, or additional, sports facilities, which you are likely to funded at your school in the near future? (details) If yes, how do you see these impacting on your current levels of sporting community use.



Letter sent to Schools in April by East Staffordshire BC

**Philip Somerfield B.A. Dip T.P., D.M.S. M.R.T.P.I**  
**Head of Regulatory Services**

14 April 2014

Headteacher's Name  
Address of School

**Direct Line:** (01283) 508618

**Direct Fax:** (01283) 508388

**Reply to:** James Norton

**Our Ref:** PP/LP/JN

*(please quote this reference on all correspondence with us)*

Dear (Name of Headteacher)

## **Indoor Sports Facilities on School Sites**

East Staffordshire Borough Council is in the process of preparing a replacement local plan and has prepared an extensive evidence base to support this emerging Plan. This sets out a full suite of policies and proposals in line with the National Planning Policy Framework (NPPF) including policies covering sport and recreation.

Working with Sport England, the Council prepared and adopted the Outdoor Sport and Infrastructure Delivery Plan 2013 which sets out a strategy for delivering additional provision for outdoor sports facilities within the Borough to address the current deficit. We urgently need to conduct a comprehensive audit of indoor sports facilities, including school sites, irrespective of ownership, and understand current levels of sporting community use.

As you may be aware, there are proposals for significant housing growth in the Borough up to 2031. The purpose of these strategies is to update the Borough Council's planning policies and also help the Council to identify its priorities and the partnerships it should develop, including investment expected from developers to cope with future needs.

Working alongside Sport England, the Borough has commissioned an experienced consultancy firm, Neil Allen Associates to help with this process. The consultant who is undertaking this part of the work is called Brian Robinson. I am writing to ask whether he can visit your school.

There are two parts to this process. We would like to audit indoor sports facilities on your site, any halls and (if you have one) any swimming pool or artificial turf pitch (yes, we know the latter is outdoors!). This exercise does not include natural turf pitches, tennis courts and other outdoor spaces which we assessed in 2009.

Secondly, we would like Brian to be able to meet and interview someone who has detailed knowledge of any community use of sports facilities at the school. We would be very interested to see any written information on the extent of any existing community use of your school sports facilities, including community use agreements, business or programme planning. We will be grateful if you can provide this or tell the consultants

who to contact in order to obtain it. We appreciate that for some schools this will be minimal.

Can we offer two pieces of reassurance:

- The purpose of exercise is to understand as objectively as possible what the school is doing currently in terms of sporting community use. It is not to act in an advocacy role; we will not press you to take on commitments which the school is uncomfortable with. Every school is unique. However we will ask if you have any plans to make changes in community use.
- Secondly, it is vital that forward planning provides enough sports hall and swimming pool capacity for the community; it is also important that it does not provide too much – which can threaten existing programmes and the viability of facilities. It is in your School's interest to engage with this process, even if outcomes may seem long term.


Our preferred option is for Brian Robinson to undertake the audit work and meet your community use representative immediately afterwards. However we recognise that co-ordinating this may be difficult and it may necessitate two visits, one for audit and one for interview. We would like to undertake some of the audit work during the Easter school holidays. The consultants' usual practice with school sites is to arrive with identification and sign in. During holiday periods, all he will need is to be told where the indoor sports facilities (with doors unlocked and lights put on). He will not need accompanying unless your site rules make it necessary.

Brian Robinson will telephone the School in the next few days to enquire whether a visit will be possible and if so, to arrange a mutually convenient time(s).

If you wish to contact the Borough Council to check the bona fides of this planning study, please contact James Norton in Planning on the above number.

Thank you for your help

Yours sincerely



Philip Somerfield  
Head of Regulatory Services



Sal Khan  
Head of Service Commissioning

## List of principal Interviewees on this project

We would like to thank the following who gave up significant time and knowledge contributing to this report. In addition to individuals cited, there were also a number of school site supervisory staff, and leisure centre staff who guided us around and contributed valuable information into how their respective sites work. Two of the following marked (T) were telephone interviews; the rest were in person.

Name	Position	Organisation
<b>Sport and Leisure Staff</b>		
Mark Rizk	Shared Services (Leisure Culture & Sport) Manager	East Staffordshire Borough Council
Tim Phillips	Outdoor Facilities Manager	East Staffordshire Borough Council
Simon Morgan	Indoor Facilities Manager	East Staffordshire Borough Council
Neil Brown	Sports Development Team Leader	East Staffordshire Borough Council
Mark Thornewill	County Sports Partnership Director	Sport across Staffordshire and Stoke-on-Trent SASSOT
Stuart Batchelor (T)	Head of Community and Planning Services	South Derbyshire District Council
Steve Smith	Deputy Contract Manager, South Derbyshire	Active Nation – Etwall Leisure Centre and Green Bank Leisure Centre
<b>Schools</b>		
Steve Allen	Principal	The De Ferrers Academy - Burton
Jamie Hawkins	Community Development Manager	The De Ferrers Academy - Burton
Julie Rudge	Headteacher	Thomas Alleyne's HS Uttoxeter
Bernie Holmes	Office Manager	Thomas Alleyne's HS Uttoxeter
Michael Donaghue	Headteacher	John Taylor HS Barton – under - Needwood
Barbara Mahoney	Business Director	John Taylor HS Barton – under - Needwood
Roz Stonier	Lettings Administrator	John Taylor HS Barton – under - Needwood
Andrew Storer	Business Manager	Abbot Beyne School - Burton
Andrew Muldoon	Business Manager	Paget High School - Burton
Gladys Margerrison	Bursar	Blessed Robert Sutton Catholic College - Burton
Tony Bayliss	Assistant Head - Business & Finance	Paulet High School - Burton
Hayley Lowndes	Marketing & Community Liaison Manager	The JCB Academy - Rocester
Selina Morgan	Business Manager	The Pingle School - Swadlincote
Richard Mayfield	Head of Operations	Abbotsholme School - Rocester
David Martin	Bursar	Denstone College - Denstone
<b>Sports Governing Bodies</b>		
Alan Rogers	Chairman	East Staffordshire Badminton Development Group
Chris Newton (T)	Development Officer	English Table Tennis Association