



Stroud District Council

Strategy for Leisure and Wellbeing in Stroud District 2021 – 2040

FINAL DRAFT

September 2021



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I. **Introduction and Background**

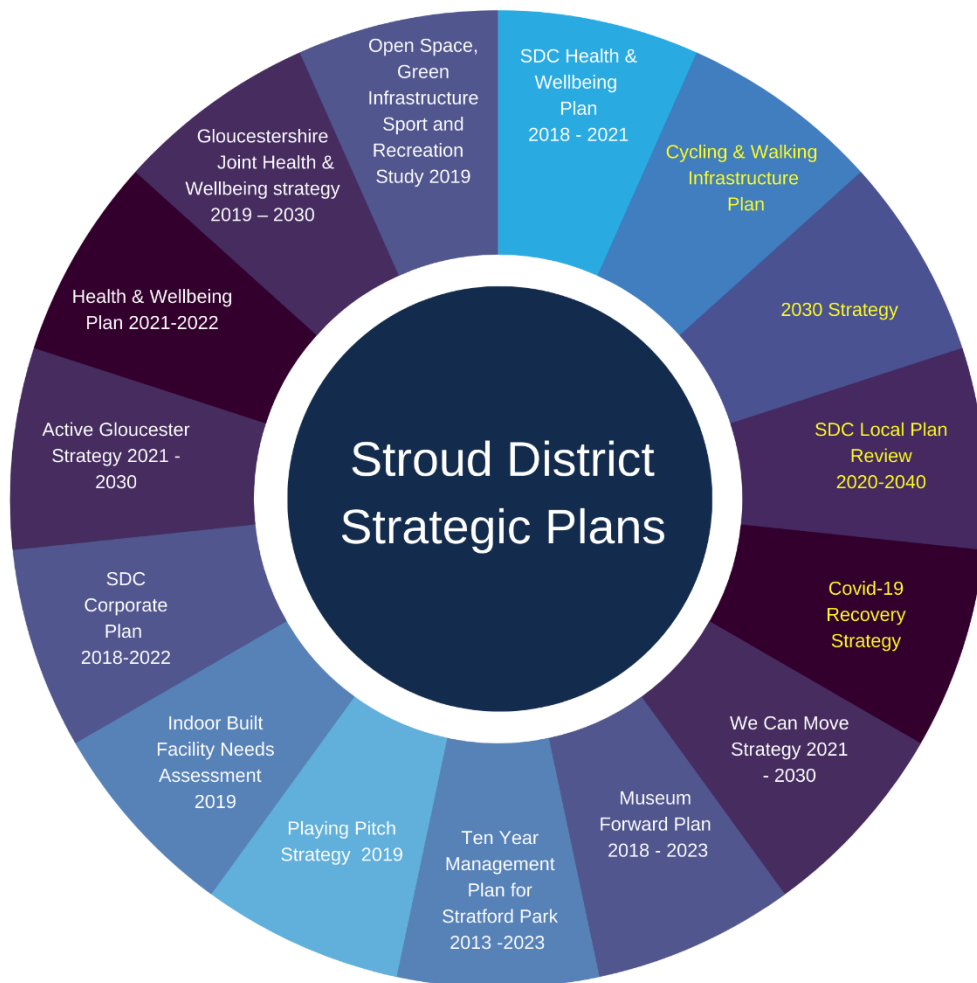
- II. Stroud District Council (SDC) is playing a lead role in establishing a Strategy for Leisure and Wellbeing in Stroud District 2021 – 2040. This strategy will provide the key framework for delivering and facilitating leisure, health and wellbeing provision across the District for the next 20 years.
- III. The purpose of the strategy is to provide the Council and its partners with a plan for delivering and facilitating community leisure and wellbeing provision in the District to meet the needs of the population to 2040. It is based on a well evidenced and researched review of provision now and into the future and includes clear recommendations providing a delivery framework and action plans.
- IV. This strategy considers how leisure and wellbeing is delivered across the District in both the Councils leisure centres, other community facilities and open spaces and the interventions required, both facility and service, to achieve the strategic outcomes and future targets for leisure and wellbeing.
- V. It takes into account the District's geographic and anticipated social economic profile to 2040. The study area covers the entire District. It recognises main settlements and market towns, the District's location adjacent to the M5 transport corridor and relationship to settlements such as Gloucester, Cheltenham and Bristol. It also considers cross boundary supply and demand.
- VI. Consultation with key stakeholders forms a vital element of the strategy, informing the recommendations including any collaborative service opportunities and integrated services.
- VII. The strategy considers the context of the Covid-19 environment. The Council sees sport and leisure provision as an important piece of its wider recovery programme, playing a key role in delivering more sustainable and healthy communities in the post Covid-19 environment.
- VIII. The strategy has been produced using the Sport England Strategic Outcomes approach.
- IX. The Strategic Outcomes approach is structured around 4 stages:
- Stage 1** – Outcomes – Develop shared local strategic outcomes for your place;
 - Stage 2** – Insight – Understand your community and your place;
 - Stage 3** – Interventions – Identify how the outcomes can be delivered sustainably;
 - Stage 4** – Commitment – Secure commitment to a strategic approach and delivery of outcomes.



1. Stage 1 – Outcomes

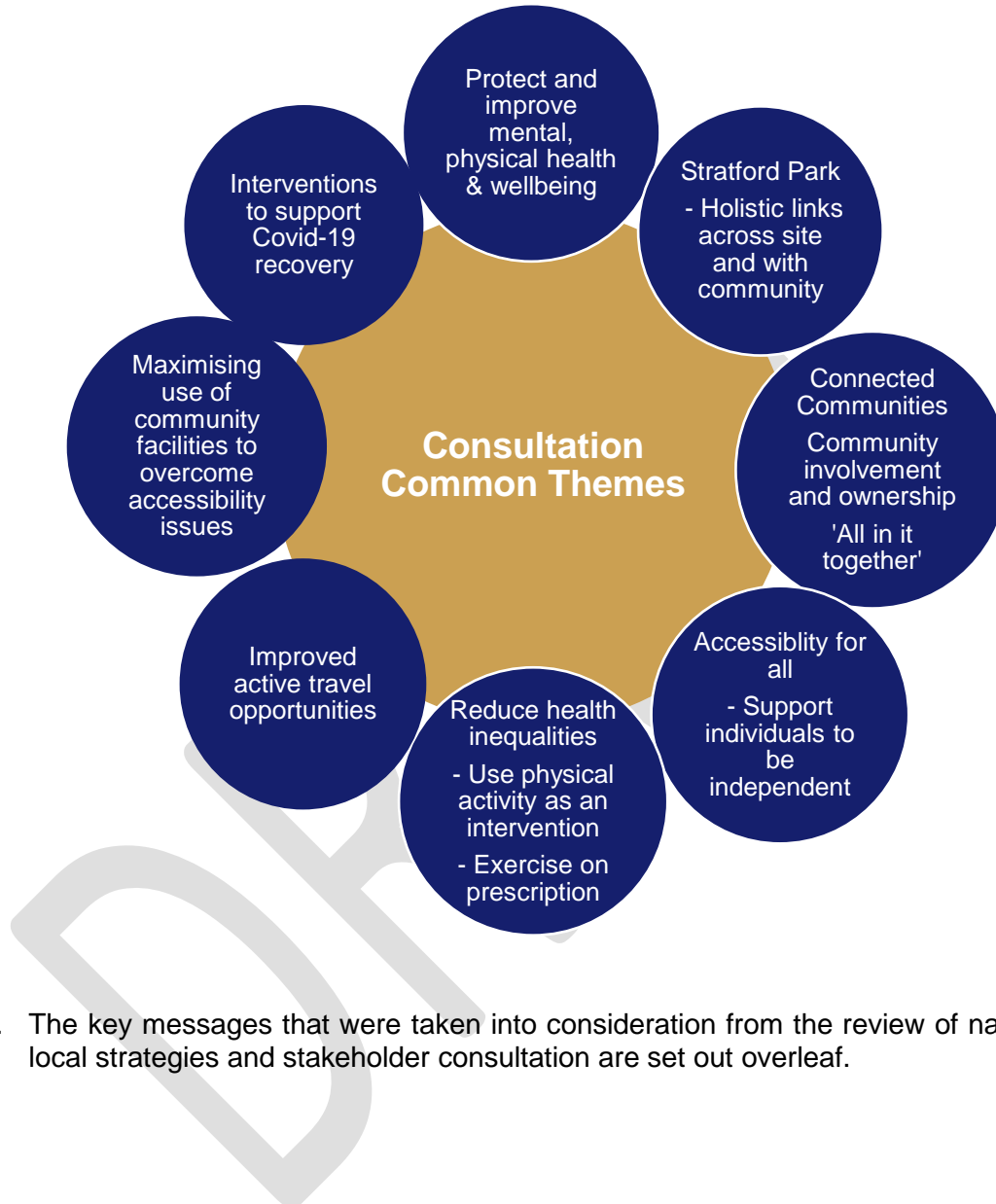
- 1.1. Stage 1 of the Strategy outlines the key national and local strategic priorities and considers how leisure and wellbeing can contribute towards achieving them.
- 1.2. The following local strategies have been reviewed:

Figure 1 – Local Strategies



- 1.3. Key stakeholder consultation was undertaken both within the Council with Members and Officers and with external partners. The common themes that came out of the stakeholder consultation were:

Figure 2 – Stakeholder Consultation Common Themes



- 1.4. The key messages that were taken into consideration from the review of national and local strategies and stakeholder consultation are set out overleaf.

Figure 3 – Stage 1 Key Messages

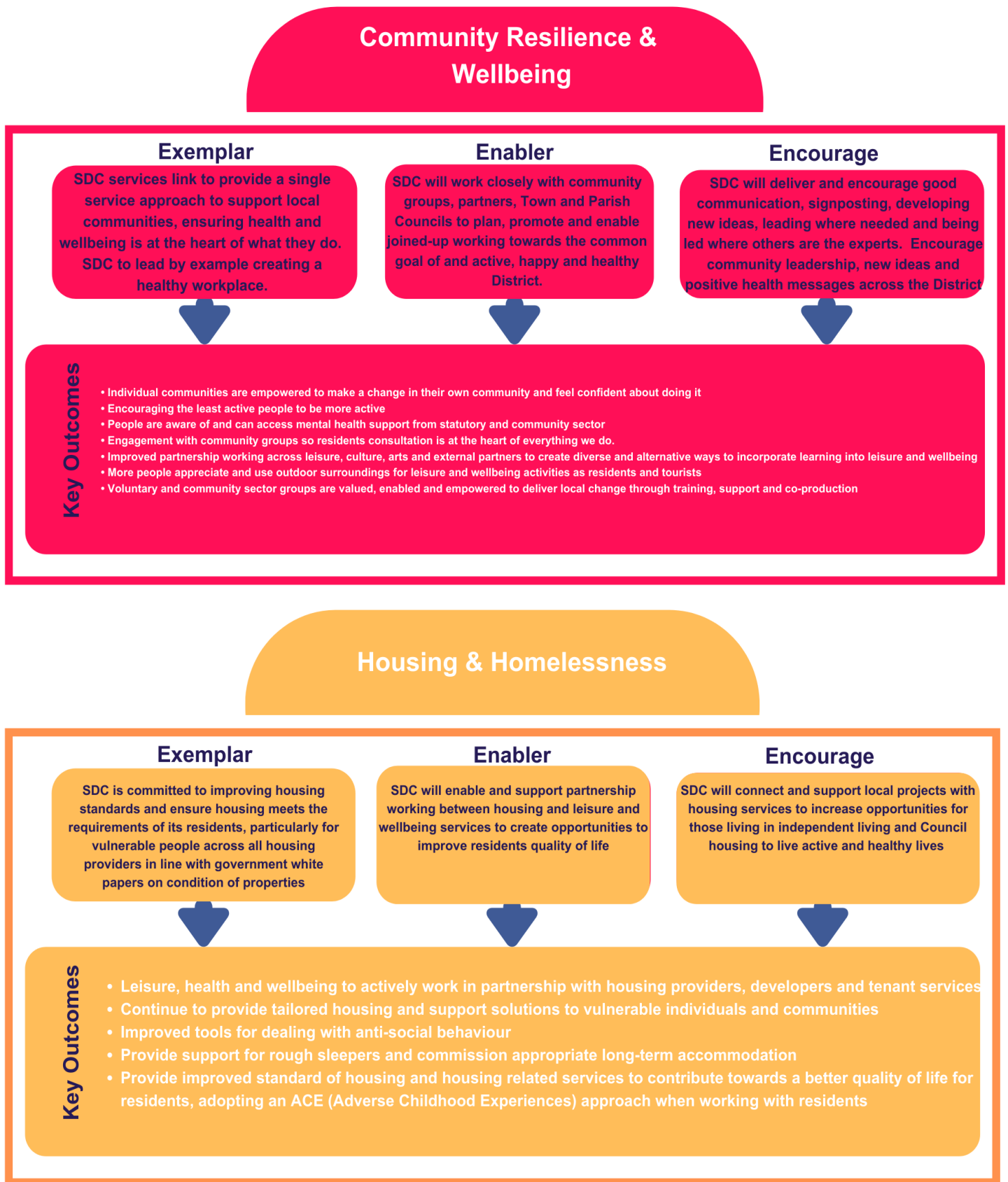


1.5. These messages inform the strategic themes and outcomes for Stage 1 and are grouped as follows:

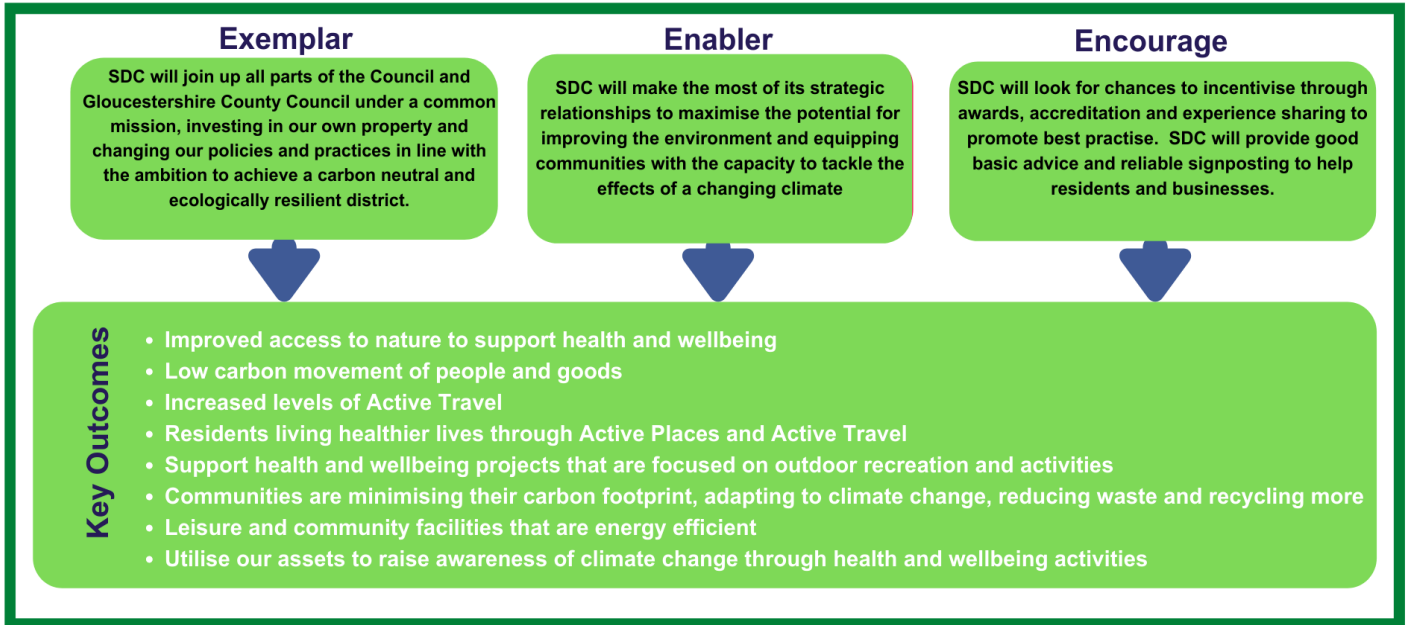
- Community Resilience and Wellbeing;
- Housing and Homelessness;
- Environment and Climate Change; and
- Economy, Market Towns and Rural Vitality.

1.6. The agreed themes and outcomes are detailed on the following pages.

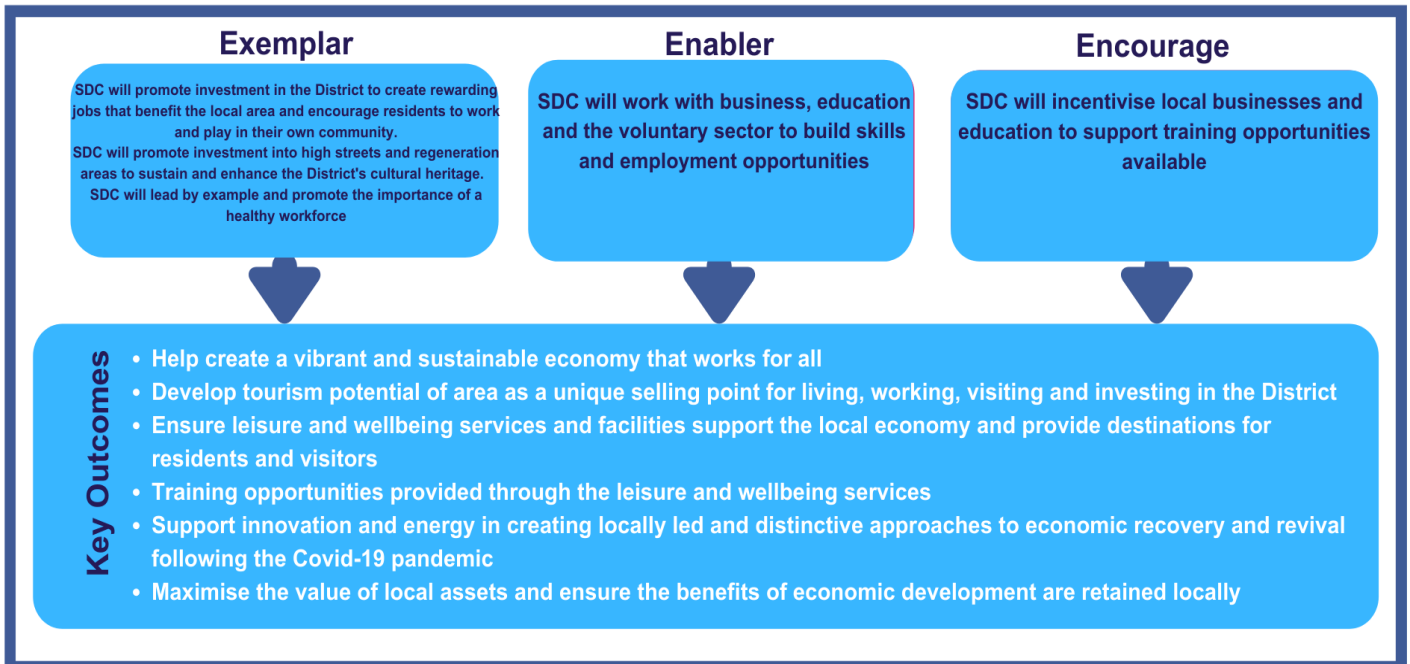
Figure 4 –Themes and Outcomes



Environment & Climate Change



Economy Market Towns & Rural Vitality





2. Stage 2 – Insight

- 2.1. Stage 2 sets out the insight data used to understand the socio demographic context of the District.
- 2.2. It included the review of the district's demographic profile, health profile and physical activity participation rates. The key demographic and health statistics are outlined below.

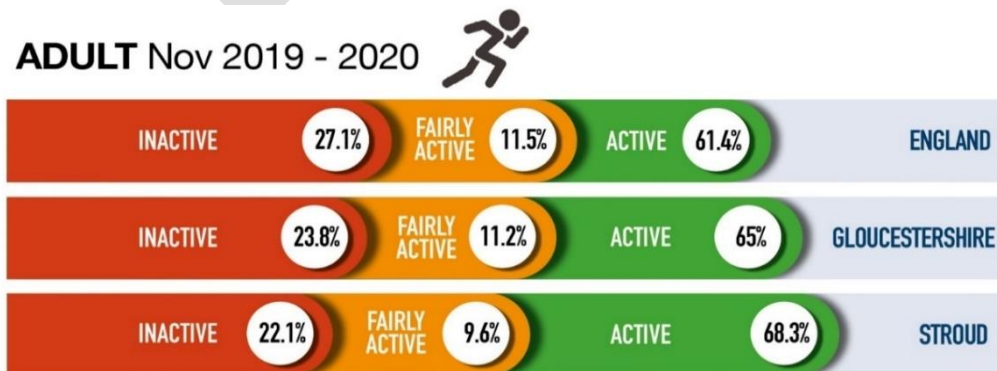
Figure 5 – Key Demographic and Health Statistics





2.3. Stroud has higher rates of adult participation in physical activity than the national and regional average. However, in line with national trends, the rate of participation reduced in 2019/20 against 2018/19 figures.

Figure 6 – Adult Activity Participation Rates



- 2.4. Across the Stroud District 53.1% of children are active every day (pre-Covid), which is higher when compared to England and the regional average of 46.8% and 48% respectively. Despite this, there was still a high proportion of children (46.9%) in Stroud that are not meeting the national guidelines.
- 2.5. In 2019/20 participation rates for children dropped against 2018/19 rates as shown below.

Figure 7 – Child Activity Participation Rates



Sport England Active Lives Data
Sept 2018 - July 2019 (published Dec 2019)



Sport England Active Lives Data
Sept 2019 - July 2020 (published Jan 2021)

- 2.6. In February and March 2021 public consultation was completed, including an online survey with 1,286 respondents and six focus groups. The key findings from the consultation are set out overleaf.

Figure 8 – Consultation Key Findings



2.7. A catchment analysis of current leisure centre users was completed to understand which groups are currently over or underrepresented. Using Mosaic, a detailed segmentation system, each postcode was assigned a Mosaic code. The key findings were:

- The largest known member group is 'Rural Reality' at nearly 21%. It is not, however, the most prominent group, accounting for 18.9% of the population so is over-represented at the leisure centres.
- The largest resident group is 'Country Living' at 19.4% but this group is under-represented in leisure centres at 17.6%.
- 'Aspiring Homemakers' make up 12.4% of the population in Stroud District followed by 'Prestige Positions' with 10.2% of the population, both these groups are slightly over-represented at the leisure centres.

2.8. Given these findings the following opportunities were identified:

- **‘Prestige Positions’, ‘Domestic Success’** and **‘Aspiring Homemakers’** are already using the leisure centres despite being able to afford to use a premium private health club. People are prepared to pay for a good facility and services so new future facility developments should help to retain their customer loyalty.
- Groups E (**Senior Security**) and L (**Vintage Value**) account for more than 12,000 people in Stroud but generate just 2,167 leisure centre users. As the names suggest, these are the two oldest Mosaic groups. Many of those in group L are long-term social renters or have recently moved into specialised accommodation. Those in group E can still be active and tend to live in their own homes.
- Focus on the people within the **‘Vintage Value’, ‘Senior Security’** groups as these people will benefit most from increased levels of physical activity and wellbeing activities. These groups may need to be subsidised.
- **‘Vintage Values’ / ‘Senior Security’**– Consider specific programmes for these groups to improve their representation. **‘Vintage Values’** mainly live in towns, option of walk to park, gardening activities, Tai Chi, yoga, 60+ swimming, older people’s network etc.
- **Country Living are under-represented** at the leisure centres, this could be down to age as many of these people are aged 66+, but it could also be down to location; the Country Living population could be more isolated and therefore live further from the leisure centres. In addition, the majority are made up of wealthy landowners who are likely to exercise elsewhere. Outreach services would provide opportunities for those living in rural areas.

2.9. An analysis of the current leisure and wellbeing provision was also completed to understand the geographical spread, type and quantity. The District has a good level of existing provision with a range of public leisure centres, education facilities, community hubs and village halls.

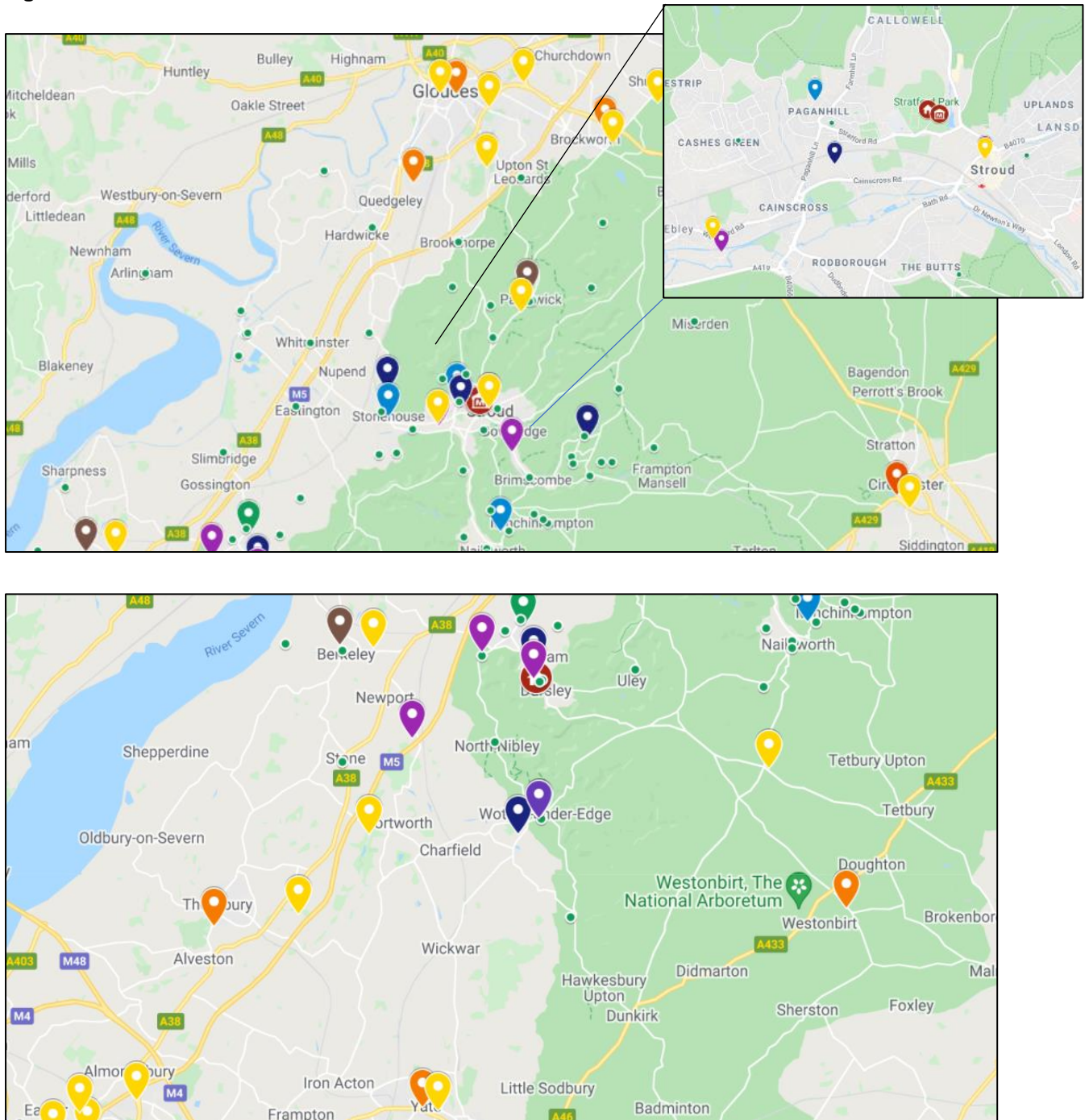
2.10. Generally, provision of open spaces and green infrastructure is good across areas of the District, the current provision meets demand and the Council should seek to maintain the same amount of open space (ha/1000 population) with any population increase. The one exception to this was youth play areas, where space per 1000 population should be increased¹.











2.11. The main facility shortages highlighted through the previously completed Built Facilities Strategy and Playing Pitch Strategy is water space and 3G pitches.

2.12. The maps overleaf set out all of the indoor provision in the Stroud District where leisure and wellbeing activities can take place.

¹ Stroud Open Space and Green Infrastructure Study 2019

Figure 9 – Indoor Provision



Key	Facility Type
	SDC Owned Facilities <ul style="list-style-type: none"> • Stratford Park Leisure Centre • Museum in the Park • The Pulse, Dursley
	Education Facility – Wet and Dry
	Education Facility – Dry only
	Education – Outdoor Pool only
	Community Hub (Established)
	Community centres/village halls
	Private Fitness
	Swimming Pool – Community Managed
	Leisure Centres – Outside of District
	Commercial Leisure – soft play, ten pin bowling, trampolining, climbing, spas

2.13. There are excellent examples of leisure and wellbeing initiatives and facilities across the District and these flagship examples should be rolled out across the District. Three case studies are set out below.

Figure 10 – Case Studies



Maximising the Volunteer Sector



Museum in the Park



Since the 1930s the volunteer sector has played an important role in the delivery of services and experiences within the Museum, alongside paid employees. This voluntary involvement has enabled community involvement in the Museums day to day operations.

Volunteers support the museum in a number of ways, but the two main roles of volunteers are:

- invigilating and engaging with visitors in conversation in the Museum; and
- gardeners within the walled garden.

The museum has approximately 40 volunteers who provide their time freely to the equivalent of just over two full time members of staff (pre-covid).



The Walled Garden: Volunteer Success Story

- *The award winning walled garden opened in October 2016 to great acclaim after 20 years of neglect.*
- *The walled garden project was developed with community involvement, one of the aims was to establish a volunteer team who would develop and maintain the garden on an ongoing basis.*
- *The volunteer team have developed the garden planting beyond all expectations and their knowledge and skills have grown just as the garden has, it is now truly a place for relaxation, peace and enjoyment – all supporting wellbeing - and ultimately this is all of benefit to visitors and the wider community.*
- *With support from Stroud District Council, Museum Friends, the local community and funding bodies this revived space now offers visitors and community groups a beautiful garden to come and enjoy.*
- *The Walled Garden forms an important part of the heritage of the park, alongside the Mansion House and the surrounding Stratford Park estate.*



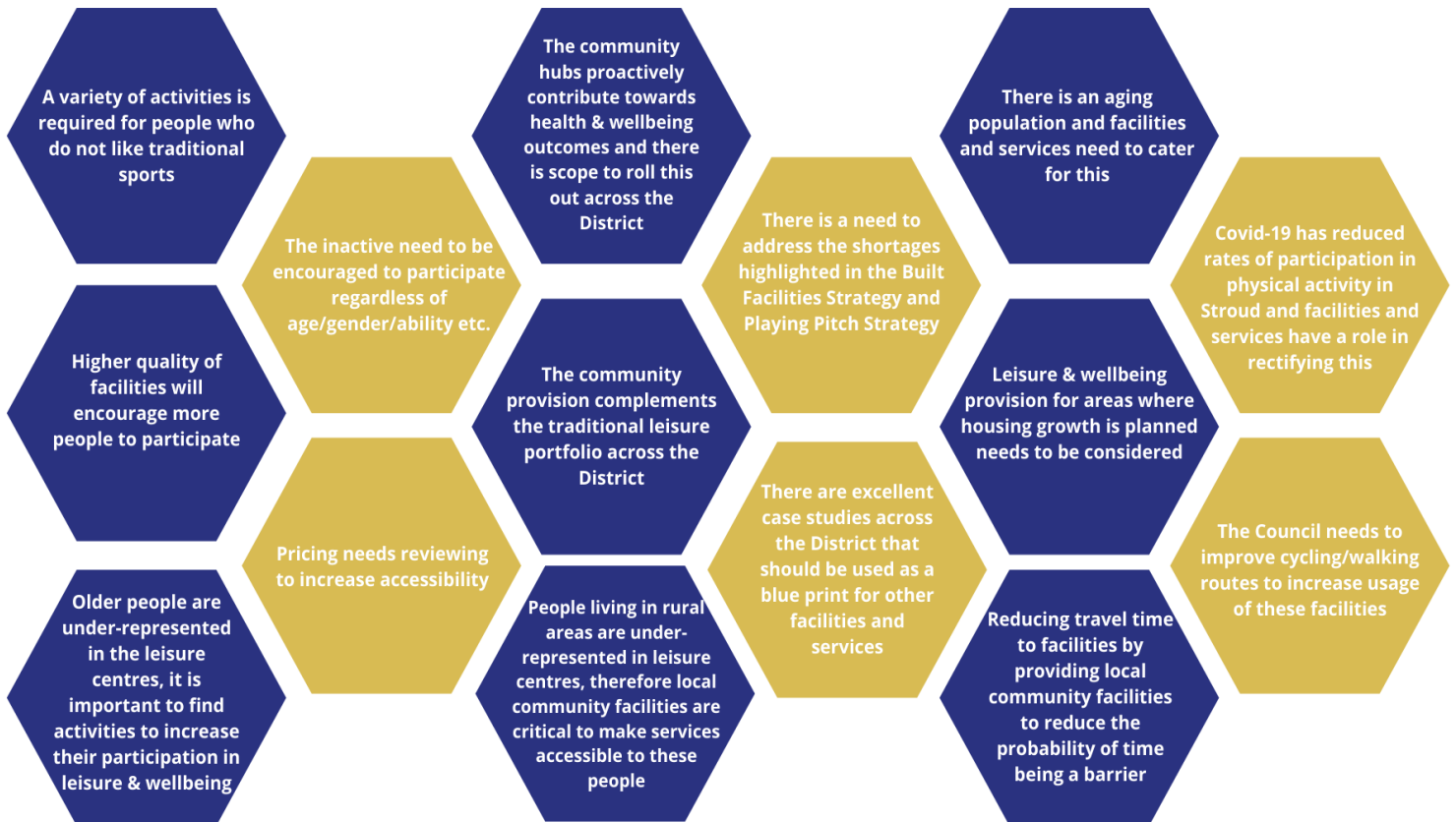
2.14. As part of the review of existing provision the condition surveys for Stratford Park Leisure Centre and The Pulse were reviewed, which highlighted backlog maintenance costs.

2.15. The review of provision also highlighted the role of heritage facilities and in particular The Museum in the Park in assisting with the Leisure and Wellbeing agenda. Given its location in Stratford Park and close proximity to the leisure centre, the Museum in the Park has potentially a key role to play in supporting the leisure and wellbeing outcomes

and objectives, particularly looking at how its services can complement those delivered from the leisure centre, which are naturally more focussed around physical wellbeing.

2.16. The key messages taken into consideration in the future objectives, outcomes and interventions from the review of all the insight data and public consultation from Stage 2 are outlined below.

Figure 11 – Stage 2 Key Messages



2.17. Utilising all the insight data to understand 'where we are now', future objectives have been established for 'where we want to be in the future'.

Figure 12 – Future Objectives



Housing & Homelessness

Where we want to be – Future Objectives

Connect

- Increased partnership working between housing and leisure and wellbeing services
- Social spaces within housing developments to encourage residents and communities to connect

Give

- Volunteer opportunities to support those within supported/sheltered housing
- Volunteer opportunities for young people and adults at risk of anti-social behaviour

Take Notice

- Increased awareness from residents of outdoor spaces within their locality
- Neighbourhoods that encourage people to 'take notice' of their surroundings

Be Active

- Specific activity sessions for those living in supported/sheltered housing
- Safe and inviting outdoor environments around housing developments to encourage increased participation in physical activity
- Targeted programmes to engage young people
- Concessionary/free activities for benefit-dependent households
- Active environments and active travel central to the design process for housing

Keep Learning

- Training opportunities within the leisure and wellbeing sector aimed at those not in education or employment

Environment & Climate Change

Where we want to be – Future Objectives

Connect

- Work closely with the planning sector to ensure active travel is central to any new developments
- Utilise outdoor space as a means to connect communities and groups
- Officers to work with local councils and community hubs to support outdoor recreational activities
- Regular consultation with residents on how outdoor space is used
- Rural communities are better connected
- Participation is wider and more diverse as a result of better outreach and attention to marginalised groups

Give

- Increased voluntary involvement with outdoor leisure and wellbeing initiatives
- SDC to continue to provide high quality outdoor space for local residents to utilise
- Provision of community grants for health and wellbeing projects that embrace the environment and 2030 agenda

Take Notice

- Increased awareness of the outdoor opportunities available for local residents
- Increased promotion of active travel opportunities
- Increased understanding of the different needs of our District communities and marginalised groups
- Increased sense of value and respectful use of nature and outdoor space

Be Active

- Reduced number of people travelling by car/van to work
- Continue to promote the cycle to work scheme and electric vehicle lease scheme for SDC employees
- Support local gardening schemes/social prescribing that provides opportunities for residents to 'grow their own'
- Provide ancillary facilities that enable active travel e.g. showers and changing facilities
- All outdoor spaces are fit for purpose and well maintained
- Increased levels of active travel
- Provide activities and support communities to provide physical activity opportunities within their neighbourhood e.g. maximising use of independent living hubs.

Keep Learning

- Share best practise across the leisure and wellbeing service for schemes that increase access to nature
- Stratford Park is a blueprint for other local parks and open spaces
- Share best practise for energy saving measures across leisure and community facilities
- Provide opportunities to educate residents on the changing climate and ecological emergency and how they can make a difference working with local volunteer groups
- Better understanding of local environmental issues and the role of citizens/communities in addressing these
- Continuous improvement is being achieved through proactive efforts to seek and respond to feedback on how we can support communities to be more sustainable through our community and leisure services.

Economy, Market Towns & Rural Vitality

Where we want to be – Future Objectives

Connect

- Support residents to find decent jobs in the locality, enable businesses to prosper and promote the rural economy
- New local partnerships that can make a difference most effectively
- Work with Town and Parish Councils to deliver interventions and best placed investment
- Proactive partnership working with Cotswold Canal Trust to support the tourism potential and transport and recreational links
- Encourage other local businesses to adopt a healthy workforce

Give

- Growth in the voluntary sector to support the local economy
- Develop the design of leisure centres and wider community facilities to ensure a wide and varied facility mix exists that can financially contribute to and subsidise community activities.

Take Notice

- Support new work practises that contribute towards a greener economy, carbon neutral future and more sustainable patterns of living and working

Be Active

- Strengthen connections between sport, physical activity, health and wellbeing so more people can feel the benefits of and advocate for an active life
- Establish leisure, health and wellbeing interventions that will reduce inequalities created by the Covid-19 crisis
- Investment into the Councils leisure centres to increase participation and therefore make them financially sustainable in the future.
- Invest in community infrastructure e.g. community hubs, particularly in rural areas
- Improved access to active travel to increase travel opportunities between towns and villages

Keep Learning

- Support for projects that provide training and secure future skills for the young and unemployed, particularly within leisure and community based assets
- Increased training opportunities in the leisure and wellbeing sector
- Work experience and apprenticeship opportunities within leisure and wellbeing



3. Stage 3 – Interventions

- 3.1. Stage 3 sets out the facility and services interventions that will enable the future objectives to be achieved.
- 3.2. The proposed facility interventions are set out along with indicative proposals for the two leisure centres. Service interventions by theme have also been developed.
- 3.3. A management options appraisal was completed as part of Stage 3 to understand the most appropriate model to deliver against the Council's strategic priorities.
- 3.4. The recommended facility interventions are set out overleaf.

Figure 13 – Recommended Facility Interventions

<p>Deliver a fundamental remodelling/repurposing of Stratford Park Leisure Centre- (invest in facilities, increase waterspace, add additional facilities to enable an integrated wellbeing offer and improve commerciality).</p>	<p>Consider a 'leisure local' option to meet anticipated demand as a result of the planned housing allocation along the M5 corridor. (providing a swimming pool c. 20m x 8m, a small gym and flexible studio/activity space).</p>	<p>Work in partnership to action the recommendations of the Stratford Park Lido feasibility and business case work (e.g. heating of the pool).</p>	<p>Maximise Stratford Park as a visitor destination. Alongside the leisure centre, lido, outdoor courts and museum, review children's play, young persons and family activities (e.g. pump track/ adventure golf).</p>
<p>Develop/increase the size of the gym and increase studio space (new studio) at The Pulse.</p>	<p>Provide additional flexible community space as part of the housing development planned for Wisloe.</p>	<p>Improved active travel provision across all facilities, including improved cycle storage and parking, linked walking routes to facilities and accessible disabled and parent and child parking spaces.</p>	<p>Work in partnership to support opportunities for skateboarding.</p>
<p>Work to address the current 4x 3G pitch shortfall in the district to meet current training requirements and 6x3G pitch shortfall to meet future demand. This should include maximising community access to 3G pitches on school sites.</p>	<p>To maximise opportunities to develop a complimentary strategic approach to arts and culture provision across the District.</p>	<p>Work in partnership to to increase and maintain public access to school pools, sports halls and other facilities.</p>	<p>Review the siting of the grounds maintenance depot in Stratford Park and potential relocation of the museum collections store.</p>
<p>Continue the roll out of plans to increase community use of Independent Living hubs.</p>	<p>Continue community hub development.</p>	<p>Better utilisation of the canal as a facility to deliver watersports.</p>	<p>Work to address the estimated short fall of 6-7 additional rugby pitches required across the district as a whole to meet future demand, plus additional 3 pitches in Stroud to accommodate Stroud RFC youth teams.</p>

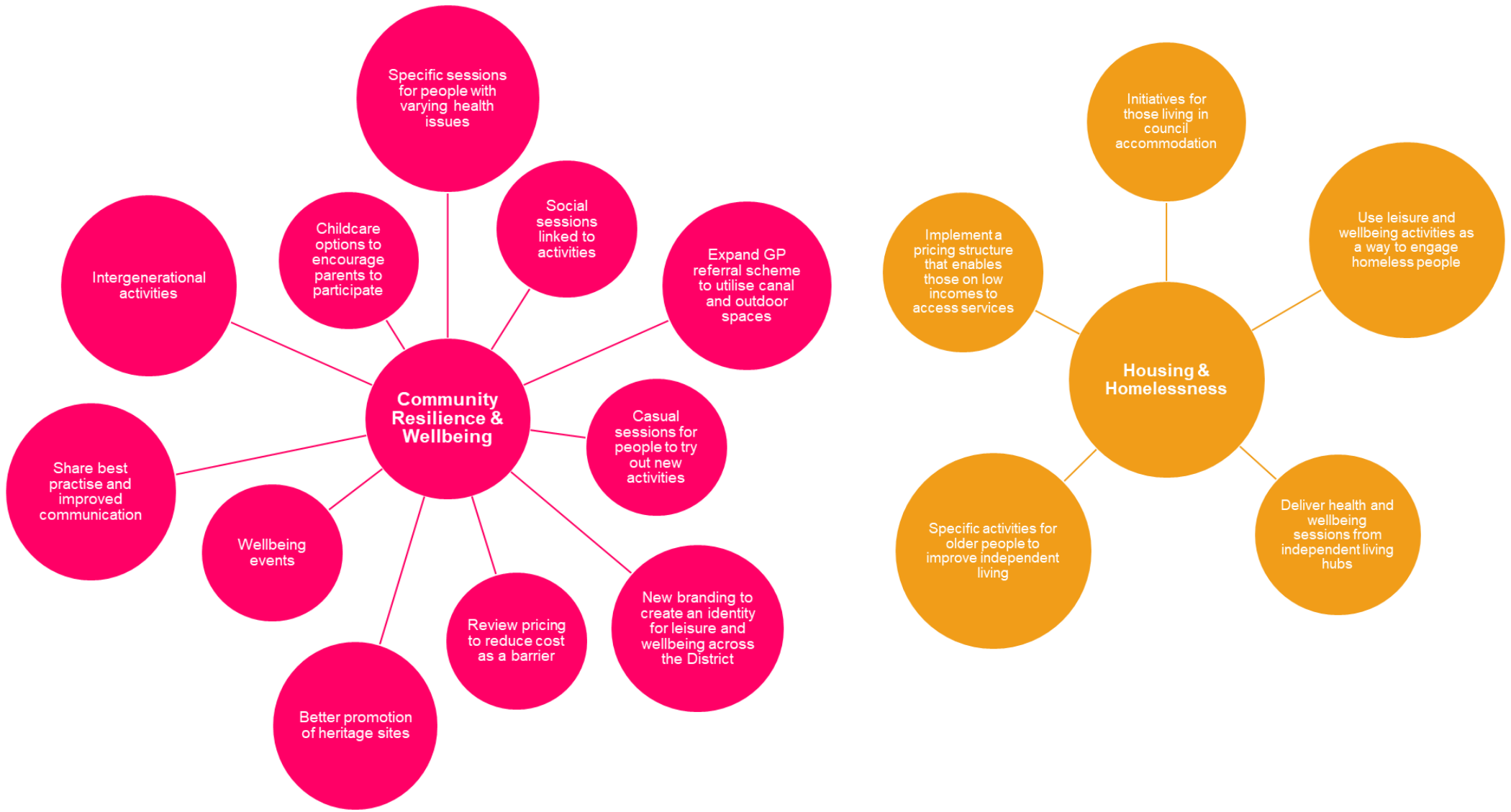
3.5. The indicative new facility mix for Stratford Park Leisure Centre and The Pulse, Dursley are set out in the table below.

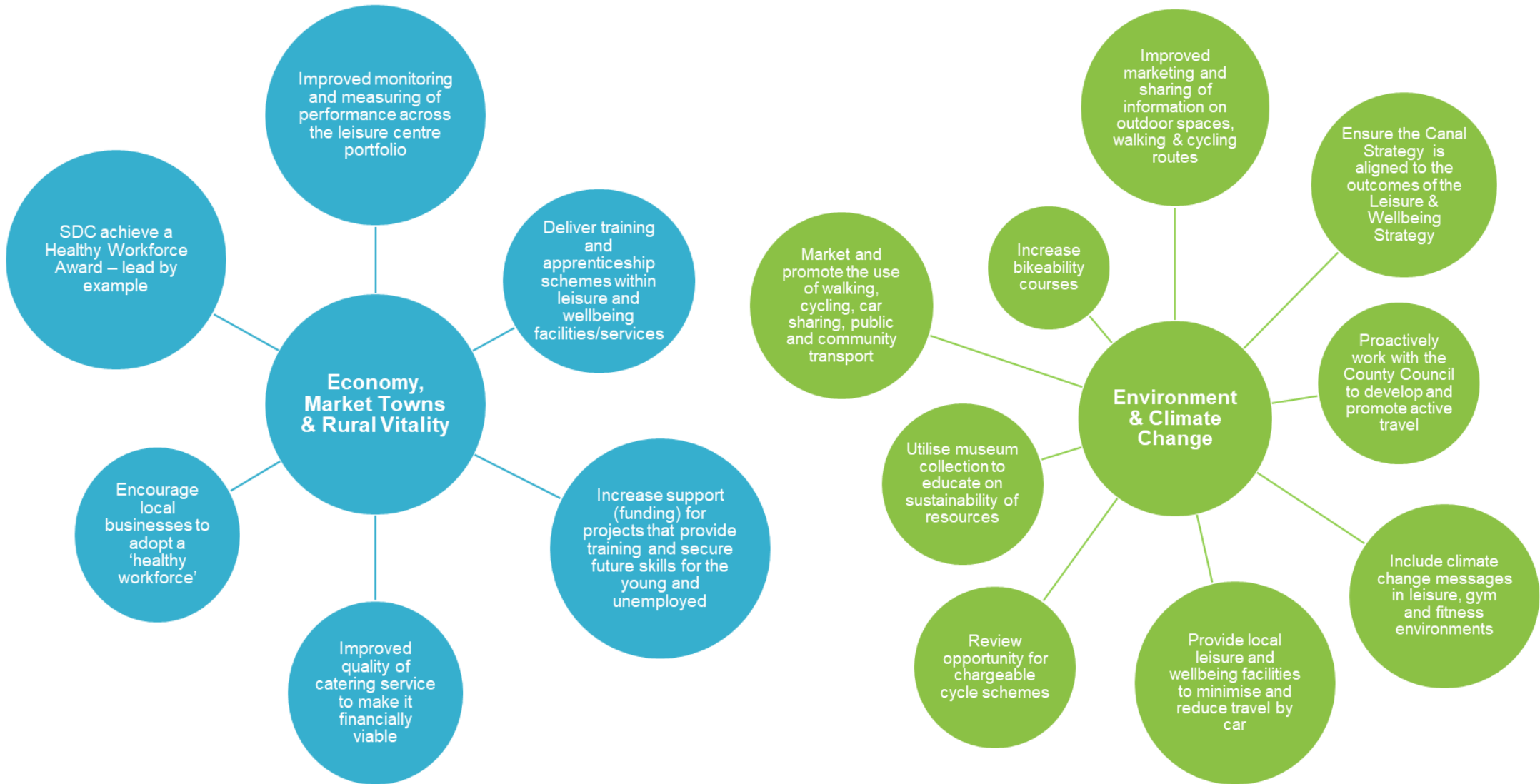
Table 1 – Proposed New Facility Mix

SPLC	The Pulse, Dursley
<p>Leisure Centre 25m x 4 lane pool 17m x 10m learner pool 6 court sports hall 3 x squash courts 110 station gym Indoor cycling studio Studio Activity Hall/Studio Café Full Size All Weather Pitch 2 x outdoor tennis courts 3 x padel courts Adventure Soft Play (digital offer) Toning/assisted exercise suite Spa and treatment rooms</p> <p>Lido Heated outdoor pool Improved landscaping and accessibility Improved catering offer</p> <p>Outdoor Provision New, improved children’s play area Outdoor fitness equipment Pump Track Adventure Golf (9 holes)</p>	<p>25m x 3.5 lane pool 45-50 station gym 2 x studios Indoor cycling studio</p>

3.6. The recommended service interventions are set out on the following pages.

Figure 14 – Summary Recommended Service Interventions





3.7. Management Options Appraisal

3.7.1.A management options appraisal was completed to assess the most appropriate governance structure going forward, noting the existing SLM management contract expires in 2024.

3.7.2.The agreed options were evaluated against a weighted evaluation criteria. The highest scoring option across all facilities and services was in-house management. The external contractor, Local Authority Trading Company (LATC) and Non-Profit Distribution Organisation (NPDO) options all scored comparatively across the leisure centres. However the external contractor scored the lowest for the Museum and sports development, health and wellbeing services.

Table 2 – Management Options Appraisal

Centre	In-House	External Contractor	LATC	NPDO
SPLC	88%	78%	78%	76%
Lido	88%	78%	78%	76%
The Pulse	88%	78%	78%	76%
Museum in the Park	95%	70%	78%	76%
SD, Health and Wellbeing Services	95%	62%	80%	78%

3.7.3.Based on the evaluation criteria and weighting given to each, the in-house management option scores highest in its ability to be able to deliver against the Council’s outcomes, across all facilities and services. This model would, however, be likely to have increased revenue costs compared with other models due to the additional NNDR and other operational costs associated with SPLC.

3.7.4.An LATC² or NPDO, would be well placed to deliver against the Council’s outcomes and operate at a better financial position than the in-house model across the leisure centres, however as a new entity, there is slightly more risk involved with this option. Additionally, any NPDO would be required to go through an open procurement process.

3.7.5.The external contractor model, whilst scores the highest from a revenue perspective across the leisure centres, its ability to deliver against leisure, health and wellbeing outcomes did not score as highly as the in-house or LATC/NPDO options. It also scored significantly lower than both the in-house and LATC options for the Museum in the Park and sports development, health and wellbeing services.

3.7.6.It is recommended that the Council considers these finding in detail and undertake appropriate consultation before finalising its decision.

² Under the LATC umbrella The council may decide to apply the Teckal exemption, which may allow the authority to establish a LATC without the requirement for a procurement exercise and claim NNDR/VAT relief etc.



4. Stage 4 – Commitment

- 4.1. This stage sets out the financial commitment and business case for facility investment. To aid future detailed appraisal and decision making, it includes opportunities modeled in block plans, indicative capital costs and revenue projections.
- 4.2. It also highlights the next steps recommended to achieve the strategic outcomes.

4.3. Development opportunities for Stratford Park Leisure Centre

- 4.3.1. Following the review of the condition surveys in stage 3 of the strategy it is suggested that a remodeling and repurposing of Stratford Park Leisure Centre is viable, assuming any back log maintenance is completed as part of the investment works.
- 4.3.2. Two possible options for the repurposing of the facility are provided. They are intended as illustrative and are efficient given the current layout of the building. However, further options could be considered as part of more detailed feasibility work in the next stage of development.

Figure 15 – Indicative Development Opportunities

Development Opportunities for Stratford Park Leisure Centre

Option 1 - Add an extension to the front of the building and convert areas within the existing building to house the following:

Ground Floor

- Create a new Learner Pool (17m by 10m)
- Increase the size of the F&B offer and create a new external F&B offer
- **Option 1** - Convert the back area of the building into a spa with 2-3 heat experiences. This needs potentially its own access and access to pool / Lido
- Convert squash court at back of the building to 2/3 treatment rooms
- Convert the 2 x studio / multi purpose spaces (2 storey) to a large play facility so removing the first floor so it becomes a double height space and links to the F&B)



Development Opportunities for Stratford Park Leisure Centre

Option 1

1st Floor

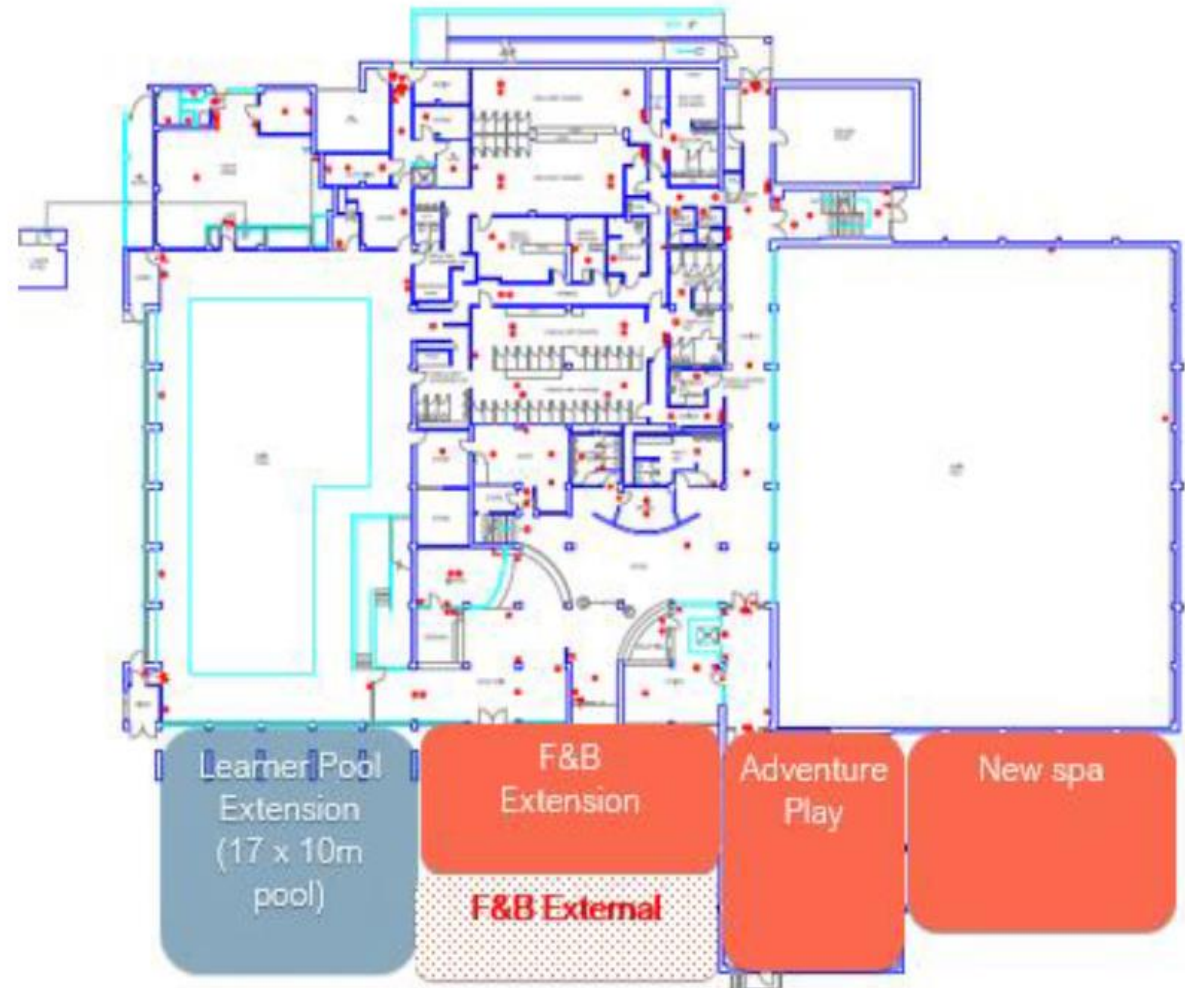
- Create 2 new Studios / Multi purpose Spaces
- Create access to the Studio
- Create a mezzanine over the new treatments rooms and create a new Wellness suite



Development Opportunities for Stratford Park Leisure Centre

Option 2

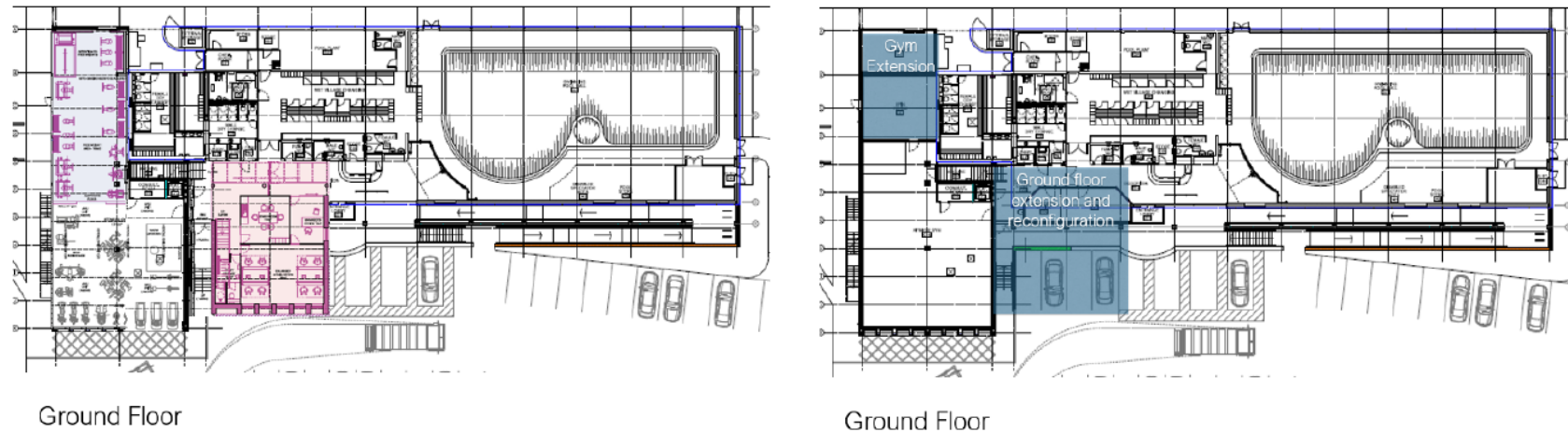
- Continue the proposed new extension at the front of the building to include a double level spa facility



4.4. Indicative development opportunities for The Pulse, Dursley

4.4.1. Given the location of The Pulse, there is limited opportunity for extension and further major development. However, it is possible to add a small extension to increase the size of the gym and an additional studio.

Figure 16 – The Pulse Development Opportunity



Ground Floor Opportunities

- The extension on the ground floor will house new staff facilities including staff room, changing room, manager's office and a larger admin office with additional desk spaces.
- The existing free-weights area is extended into the existing spin room, as well as the existing storage space, to create a total area of 105m².

4.5. Capital Costs

4.5.1. The indicative capital costs for both centres is outlined in the table below.

Table 3 – Indicative Capital Costs

Capital Costs	Stratford Park Leisure Centre Option 1	Stratford Park Leisure Centre Option 2	The Pulse
Build Cost	£3,337,374	£3,953,188	£787,696
Equipment, PM & Delivery Fees	£2,009,972	£2,403,077	£508,864
Total Refurbishment Cost	£5,347,346	£6,356,265	£1,296,560
Backlog Maintenance Costs	£1,263,893	£1,263,893	£314,630
Total Cost	£6,611,239	£7,620,158	£1,611,190

4.5.2. Whilst the remodeling and repurposing of the existing Stratford Park Leisure is considered viable, the Council could also consider replacing Stratford Park Leisure Centre with a new build. The strategy has highlighted that Stratford Park is a good location for the leisure centre and there is significant scope within in the site to build a new facility, however a detailed site analysis would be required by an architect, including ground surveys and further consultation to identify the best location in the park. An ideal scenario would be to build in a new location so the old centre could remain open throughout the build, however the viability of this would be dependent on the site analysis.

4.5.3. The total capital cost for a new build will be dependent on a number of variables including where it is situated in the park, the specification of materials and level of decarbonisation measures. Alliance Leisure Services have provided indicative capital costs based on the size of the building, facility mix and comparable projects.

Table 4 – SPLC Indicative Capital Costs

SPLC – New Build	Cost
Build Cost	£22,000,000
Project Management Fees	£375,000
ALS Delivery Fees	£325,000
Principal Designer	£25,000
Clerk of Works	£50,000
Fit Out	£1,300,000
Contingency	£1,000,000
Total Cost	£25,075,000

4.5.4. If the Council wished to include significant decarbonisation and energy saving measures then the overall cost could increase to in the region of £30 million.

4.5.5. Consequently, a new Stratford Park Leisure Centre is likely to cost **£25-£30 million**.

4.5.6. In addition to the two main leisure centres, if the Council progresses the recommendation to consider a 'leisure local' option in the Sharpness area of the District providing a small swimming pool c. 20m x 8m, a small gym and flexible studio/activity space, then based on the Sport England affordable swimming pool model capital costs are estimated to be in the region of £2.8-£3.3m.

4.6. Next Steps

4.6.1. The following next steps indicate the key actions to be completed for the delivery of the Leisure and Wellbeing Strategy.

Table 5 – Next Steps

Action	Lead	External Resource Required	Timescales
Council to adopt the Leisure and Wellbeing Strategy	Strategic Director of Communities	No	Autumn 2021
Council to review management options and make recommendations for the future management of leisure and wellbeing facilities following the end of the current SLM management contract in 2024	Strategic Director of Communities	No	December 2021
Draft action plans to detailing how the service interventions will be delivered	Project Manager for Leisure Health and Wellbeing	No	Spring 2022
Commission detailed feasibility work for Stratford Park Leisure Centre and The Pulse, Dursley	Strategic Director of Communities	Yes – development partner, architect, cost consultants, specialist leisure advise	Spring 2022 – feasibility work should ideally be completed and aligned with management options and existing contract term
Commission feasibility to understand demand for a new facility in Sharpness/A38 area to address demand from new housing growth in the area.	Strategic Director of Communities	Yes – development partner, architect, cost consultants, specialist leisure advise	Spring 2022 – feasibility work should ideally be completed and aligned with management options and existing contract term
Initiate conversations with Sport England if strategic facilities funding is likely to be required.	Strategic Director of Communities/ Project Manager for Leisure Health and Wellbeing	No	Autumn 2021

Disclaimer

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