



CORBY BOROUGH COUNCIL INDOOR & BUILT FACILITIES STRATEGY

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CORBY BOROUGH COUNCIL INDOOR & BUILT FACILITIES STRATEGY

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INTRODUCTION

This is Corby's second Draft Indoor and Built Sports Facilities Strategy (the Strategy) for the period 2017- 2031. Its recommendations are drawn from the Indoor Built Facilities Assessment Report, researched and prepared initially between December 2016 and February 2017 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with Corby Borough Council (CBC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Although CBC commissioned the assignment it is recognised that this is a strategy for sport across all sectors and as such responsibility for delivery will rest with a range of partners, not just the Council.

The core messages of note that run through local strategies are the requirement to:

- ◀ Promote healthy lifestyles as a key development objective in Corby which is supported by need to have high quality, attractive sports facilities within a sustainable context.
- ◀ Ensure a strong county sports network which supports the development of sport, health awareness and physical activity through the delivery of specific programmes.
- ◀ Ensure resistance to the loss of any community services and facilities, including leisure facilities, unless an appropriate alternative is provided or, evidence is presented that the facility is no longer required and suitable alternative uses have been considered. Any alternative provision should be of equal or better quality and be located in an appropriate and, where feasible, sustainable location.

To ensure that the above are achieved, it is essential that sports facilities are accessible and available and that the 'offer' is developed based on the needs of local communities.

Corby has an aspiration, and need, to consider its facilities planning particularly in the context of future housing growth; the increase in population, the health and physical well being agenda, changing economic circumstances and the ageing demographic profile of the local area.

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

The consultant team is grateful for the support, project management and involvement of CBC staff and the contribution from all other stakeholders to the development of this Strategy.

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ABOUT CORBY

Corby Borough is a local government area located in the county of Northamptonshire. It borders the borough of Kettering, East Northamptonshire and Harborough districts and the unitary authority county of Rutland. The major link roads within the Borough include; the A427 which links Corby to the city of Leicester and the east and the A43 which offers access to the south, connecting Corby to the towns of Kettering and Northampton. Corby also has a strategic railway station, positioned on the Midland mainline, proving connections with London and Nottingham.

The Borough has a population of 68,187 (2017 Mid-Year estimate). The majority of the population lives in and around the town centre of Corby itself which is surrounded by a large, predominantly rural, hinterland. As a consequence, overall population density is low. Although the age structure is similar to the East Midlands, it has fewer 60-74 year olds (Corby; 13.1% - East Midlands: 15.6%) and more 25-34 year olds (Corby: 15.1% - East Midlands: 12.5%).

Although the Borough's 60-74 year old cohort is slightly lower than the Midlands average, predicted population change shows that there will be a significant increase in this category until 2036. This age group is comparatively 'time rich' and can generally access facilities during the day.

The majority (95.5%) of the local population classified their ethnicity as White; more than the comparative England rate (85.4%). The proportion of the population classed as Asian (1.3%) and Black (1.6%) is much lower than the England rate (Asian: 7.8% and Black: 3.5%). During the 12 months to June 2016 the rate for recorded crimes per thousand in Corby was 72.8; higher than the rate for England and Wales as a whole (67.3). The rate has since increased; by around 9.4% for Corby and 12.6% for England and Wales.

27% of Corby's population lives in areas of high deprivation compared to a national average of 20%. Health deprivation is also a concern; data indicates that 41.8% of residents live in the areas of highest health deprivation again compared to a national average of 20%. Health deprivation is more than double the regional figure of 19.2%. Conversely, only 10.7% of the population is in the 'best' four cohorts for health (the national equivalent being 40%).

Figure 1: Index of multiple deprivation

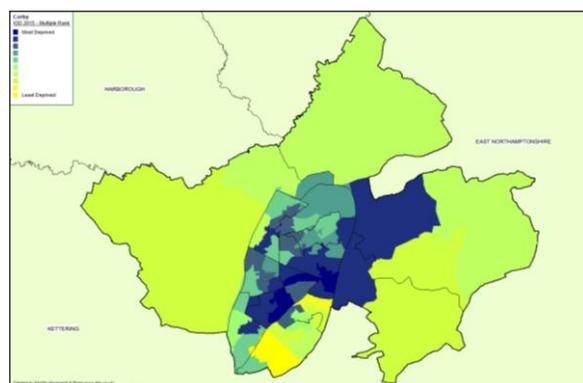
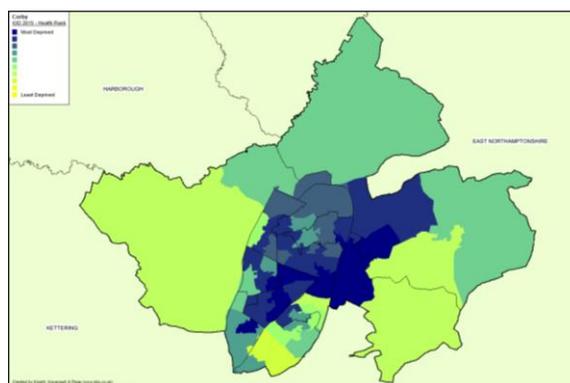


Figure 2: IMD Health domain



Wards with the highest multiple/health deprivation include Central, Lloyds and Oakley North.

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Adult and child obesity rates are above national and regional averages. Adult obesity rates are currently 28.6% (regional and national averages are both 24%). Child obesity rates are higher (23.1%) than national (19.1%) and regional (18.5%) levels. Child rates increase significantly between reception and Year 6, by which time, over one third of children (37.6%) are classified as either overweight or obese.

Obesity rates for adults (28.6%) and children (23.1%) are above national and regional averages. Child rates increase significantly between reception and Year 6, by which time, (38%) are classified as either overweight or obese.

The economic value/benefit of sports participation in Corby (as opposed to the avoidable ill health cost of inactivity) is calculated by Sport England to be £128m.

Sport England segmentation indicates that the proportion of people in Corby participating in sport and physical activity, engaged in sports tuition, who are members of a sports club and who play competitive sport are all below national and regional averages, in most instances the difference is significant.

In common with other areas, attending gym sessions and swimming are among the most popular sporting/physical activities among the local population and these are known to cut across age groups and gender. In Corby around 1 in 10 adults go to the gym, on average, at least once a month. The next most popular activity in the Borough is swimming, in which 7.3% of the adult population participate on a regular basis.

Active Lives, the successor survey to Active People, incorporates a broader definition of sport and physical activity including walking, cycling for travel and dance. Its 2015-16 survey identifies that 21% of adults aged 16+ in Corby are doing less than 30 minutes moderate intensity activity per week. This is comparable to regional (22.2%) and national (22%) averages. Meanwhile 68% of adults were recorded as being 'active' or undertaking more than 150 minutes of moderate intensity activity per week meaning that, based upon this measure, Corby is performing slightly better than regional (65.5%) and national (64.5%) levels.

RESEARCH FINDINGS

Sports hall and indoor provision

Corby has 14 sports halls, of which six have 3+ badminton courts. All six 3+ court halls are located on educational sites and five offer evening and weekend community use. Corby Technology College does not and provides educational use only. This means that the Borough's effective current community use capacity is five 3+ court halls. Temporal availability varies; Lodge Park Sports Centre offers the highest weekly quantity of community use time.

The quality of provision is relatively good as the majority of sports halls were built, or have benefitted from additional investment, within the last ten years. The only venue not rated as either good or above average is Lodge Park Sports Centre. CBC has recently allocated £200,000 to maintain/upgrade all culture and leisure facilities over the next two years. Planned works at Lodge Park Sports Centre include a new sports hall floor, improved lightening in the sports hall and also an upgrade of the Centre's changing provision.

The FPM and strategy-related consultation indicates that utilisation of sports halls is high, with the majority either operating at or just below capacity. Indoor football is a key feature in all community sports hall programmes; all venues report that it is a significant element of their programmes. This may limit capacity to develop and sustain other sports.

Currently, 57% of people living in the Borough's most deprived areas live within a 20-minute walk of a facility. If Corby Technology College was to become available for community use this would rise to 93% and it could impact significantly on local levels of physical activity and sport participation. Additionally, the increasing number and proportion of people in the 65+ cohort is likely to generate increased demand for hall space during the day. Because all sports halls are on school sites, access is restricted. Pressure may, in turn, increase on community/village halls to ensure that the sport/physical activity offer for this cohort is maintained and enhanced.

Sport England's 'Towards an Active Nation' emphasises the role that more informal spaces such as village halls and community spaces can play in engaging inactive groups, particularly older people. There are 14 identified sites in the Borough and the needs assessment concludes that there is a high demand for these spaces and the variety of activities offered at them including, for example, short mat bowls, circuit training and yoga.

Swimming pool provision

Corby has one community use swimming venue; the regional 50m pool, Corby East Midlands International Pool (CEMIP). This can be divided to function as two 25m pools and along with the accompanying 20m teaching pool, accommodates swimming lessons, diving, recreation swimming, as well as catering for performance based swimming.

The FPM reports that it is currently operating at 63%. This is calculated by combining a number of different demand factors, including local population distribution, age, relative attractiveness of the facility and local swimming participation rates (Active People Survey). Within a 50m pool, a 63% usage rate represents a strong level of activity in terms of the number of swims this represents. The FPM nevertheless states that that a swimming pool's comfort level (when a pool starts to get busy) is 70%.

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There is, therefore, capacity at the pool. Further analysis will however; be required to identify the specific impact of housing growth locations, their accessibility to the pool and whether any additional swimming provision will be required.

The site offers long course provision, which attracts a number of different swimming clubs to the venue, as well as generating demand from Swim England to host regional long course championships. Clubs using the facility include Corby, Rushden and Northamptonshire swimming clubs, Welland Vale and Corby tri clubs as well as and Corby Steel Diving Club. In addition, 12 days are allocated to cater for long course competition. There are competing demands for pool time, especially at peak times, between lessons, recreational and competitive clubs.

Health and fitness provision

Corby has five 20+ station health and fitness studios. The Needs Assessment identified all sites as above average condition with the largest facility being Places Gym (125 stations). There is currently a balance between supply and demand, when using the UK penetration calculation. As the predicted population rises, however, supply will need to increase to satisfy the increasing demand.

The fitness provision at Corby East Midlands International Pool has benefitted from recent investment and its rating has, thus risen from above average at the point of inspection to good. It is managed, in house, by CBC.

Other key facilities

A number of other key sites accommodate a variety of different sports:

- ◀ Corby Tennis Centre: has eight indoor and six outdoor courts. Indoor provision is covered by two air domes inflated 24 hours a day. It is owned by CBC and leased to a by a Community Interest Company (Passing Shots). All courts are of a good quality. The Council recently invested £93,000 in new air handling units and will be replacing the two domes in October 2017. It offers pay and play opportunities at certain times of the day, with the majority of peak time slots allocated for club members.
- ◀ Rockingham Triangle Athletics Track is part of a larger complex which also includes Corby Town Football Club. The overall site is owned by CBC, however, the respective sections of the complex are managed and maintained by the football and athletics clubs. The athletics track is in good condition with no evidence of wear and tear on the surface.
- ◀ Corby Table Tennis Centre is a converted industrial unit, with 22 permanently set out tables, supporting development of the sport. It offers pay and play opportunities, hosts a regional club and is a competition venue.
- ◀ Adrenaline Alley Skate Park is one of the largest urban sport facilities in the UK. It comprises three indoor skate parks, an outdoor BMX pump track and a community cafe. The skate park is run by a local charity, which provides recreational activities and delivers programmes for disengaged young people in partnership with CBC.
- ◀ Corby Gymnastics Academy is a dedicated facility in a converted industrial unit. It opened in 2016, having received significant support from British Gymnastics. This has allowed the Club to reduce its waiting list from over 1000 to 300, allowing more people to engage in and enjoy the sport.

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Housing growth in Corby

Housing is a key driver for regeneration and growth in Corby and the Borough has one of the fastest growing populations in the Country. Part 2 of the Local Plan, which is currently out at consultation, has produced a scoping report which outlines Corby's housing growth from 2011-2031. It identifies the actual housing requirements based on population and also the strategic opportunity which would potentially maximise the regeneration of the town.

Table 1: Housing growth figures for Corby

	(Increase in the) annual average dwellings 2011-2031	Total number of houses (2031)
Housing requirement	460	9,200
Strategic opportunity	710	14,200

The report goes further, and identifies the breakdown of urban and rural developments. As reported, the majority of developments will occur within the urban fold.

Table 2: Breakdown of housing growth between urban and rural areas

Housing requirements	
Urban area	8,290 (strategic opportunity 13,290)
Rural area	910
Total	9,200 (strategic opportunity 14,200)

Corby's Local Plan Part 2, once complete, will identify the specific housing site allocations, however, the Joint Core Strategy also identifies large strategic locations. A significant site is the West of Corby development, which has long been regarded as an appropriate location for strategic growth of the town. The development is split into four phases, and will include 4,500 houses and employment opportunities. This incorporates half the planned housing growth for the Borough.

New educational facilities

To accommodate the increase in population and to support the housing growth predicted in the Local Plan (Part 2), Northamptonshire's School's Organisational Plan (2016-2021) highlights the planned increase of educational provision, which include:

- ◀ A new primary school to accommodate c.600 students.
- ◀ A new secondary school has been approved, however no plans have been submitted.

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STRATEGIC PRIORITIES

The following key strategic priorities should be considered in delivering this strategy:

- ◀ To ensure that CBC's current stock of facilities provides for current and future population growth, reaching out to the whole community through reflective programming, targeted interventions and outreach.
- ◀ Reflecting Corby's housing and population growth, protect the existing supply of sports facilities to meet current and future need.
- ◀ The need to drive down costs and increase levels of net income generation at Corby Pool plus the likely increases in maintenance costs as the facility ages.
- ◀ Maintain relationships with the education sites which currently offer sports provision to the community to ensure that this is continued.
- ◀ Wherever possible increase the level of time available and assist schools/other providers to increase/improve the range of sports/activities accommodated.
- ◀ Use developer contributions to improve Council owned facilities, support local sports club development and provide capital improvements (where necessary) to community and village halls that do (or could) effectively accommodate sports use to ensure that the relevant organisations/institutions can maximise their potential.
- ◀ Ensure that any new local school developments scheduled to include sports facilities are set up from the outset to accommodate and encourage regular (and permanent) community access and maximise potential sports facility development opportunities.
- ◀ To improve the breadth, depth and quality of data collected (and shared) and the associated monitoring and analysis of facility usage to inform future programming, marketing, promotion, pricing and sports development activity.

Planning

Local Plan 2 (for Corby) will provide detailed planning policies for the Borough to deliver the vision outlined in Part 1 North Northamptonshire Joint Core Strategy. The results of the needs assessment and recommendations of the strategy should be acknowledged in Local Plan 2. It must also be noted that the Joint Core Strategy along with Supplementary Planning Documents already presents a number of policies and guidance which supports the development of indoor and built facilities. These include:

- ◀ Policy 7: Community Services and Facilities: Development should support and enhance community services and also meet the needs of any new development. In addition, any new development must not result in the loss of any sports and recreation buildings unless it is surplus to requirements or an equivalent site can be provided.
- ◀ Policy 10: Provision of Infrastructure: Any development must be supported by the timely delivery of infrastructure, services and facilities necessary to meet the needs arising from any development.
- ◀ Creating Sustainable Communities (Supplementary Planning Guidance): This document provides guidance on the approach to planning obligations and ensures that new developments play a fair role in delivering the infrastructure and services required to facilitate and support new communities.

Therefore, the strategy and needs assessment recommendations should complement and add value to these existing policies (where possible).

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STRATEGIC VISION AND OBJECTIVES

This is Corby's vision for its sport and leisure provision in the area and builds on the conclusions identified in the Indoor Sport and Leisure Facilities Assessment Report. It sets out the vision and objectives for Corby's sporting infrastructure for the period 2017 to 2031. It considers the community sport and leisure assets required to ensure the Council and its partners serve the people of Corby.

The overarching vision for Corby's sporting infrastructure is:

To maintain and improve the Borough's network of sport/leisure facilities, ensuring that they offer inclusive, better coordinated services for all residents, play their part in enabling the inactive to become active, supporting the talented and provide more residents with opportunity to regularly participate in sport and physical activity, thus improving their long-term health and well-being.

This builds upon the conclusions identified in the Assessment Report (February 2017) and Sport England's recently released five-year strategy 'Towards an Active Nation', which targets the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; people (in particular women) from lower socio-economic backgrounds and disabled people.

The primary focus is to enable residents to gain regular, reliable, affordable access to leisure facilities, to be able to take part (indoors) in a good range of sports and for the quality of the venues to be maintained. It is also vital to ensure that facilities are programmed to support sport and physical activity programmes that underpin increases in regular participation and provide activities and opportunity that take account of the projected increase in the local population and change in age profile over the period to 2031.

Strategic objectives

The vision translates into a framework of strategic objectives which are summarised in the boxes below. The three main Strategy themes – to *protect, enhance and provide* - emanate from Sport England's planning aim and objectives for sport and also reflect Corby's priorities. It is recommended that CBC adopts the following strategic objectives (as policy) to enable the above vision to be achieved:

Objective 1: Protect

Protect the current stock by defining the functions of the sports and community facilities presently in place and, where appropriate, supporting them with commensurate investment.

Objective 2: Enhance

Enhance the borough-wide approach to programming at all sites with a view to improving sports and physical activity development outcomes, based on identified strategic need.

Objective 3: Provide

Provide a coherent range of good quality, accessible facilities that have capacity to cater for current demand and the needs and aspirations of future Corby communities.

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Facility development

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Corby and enable the Council to meet its wider objectives.

Corby East Midlands International Pool

Located in Corby Town Centre this is the flagship sports facility in the Borough. Built in 2009, it is a well-used, regionally significant facility the condition of which has just been enhanced via recent investment in the layout, décor and content of its health and fitness suite. The key issues for this venue continuing is to drive down expenditure whilst increasing income thus reducing the net annual revenue subsidy. This needs to be done while ensuring that it continues to be accessible to hard to reach and under-represented groups in addition to mainstream users.

Lodge Park Sports Centre

Lodge Park Sports Centre is the only local authority sports hall owned facility set up on joint use agreement with Lodge Park Academy. Built in 1978 and upgraded in 1999 it is heavily used, providing a range of programmes and activities. The condition of the sports hall and associated changing rooms are rated as below average, however, CBC is (in 2017) committed to investing c. £200,000 across all cultural and leisure facilities, which will include the refurbishment of the sports hall and the replacement of all lighting with LED lighting. An allocation of £26,000 is also identified for improving the changing rooms in the Centre.

The potential population growth and the rise of the older age range may lead to an increase in demand for sports hall facilities during day time hours, which may necessitate the creation of a more flexible programming arrangement between the School and staff at Lodge Park to help accommodate and facilitate increases in participation.

Rockingham Triangle Athletics Track

Rockingham Triangle Sports Complex is the main venue for athletics in Corby. The track, built in 1985 and refurbished in 2005, includes an 8-lane tartan synthetic track with a 12-lane finishing straight. It is in good condition with consistent visible lane lines and no evidence of wear on the surface. It has a 1,000 seat stand parallel to the finishing straight. CBC owns the facility with Corby Athletics Club managing it on the basis of a lease agreement. The two clubs which use it are Corby Athletics Club and Corby Triathlon Club. England Athletics classes Rockingham Triangle Sports Complex as a regional priority track

This facility needs to be maintained to a good standard to ensure that athletics continues to thrive in the Borough. It is likely that the track and its ancillary facilities will need to be either replaced or upgraded within the lifetime of this strategy.

New secondary school provision

The Northamptonshire's School Organisation Plan (2016-2021) indicates that there will be a new secondary school built to accommodate the new and increasing population. Due to the current capacity issues highlighted in the needs assessment and the projected increase in

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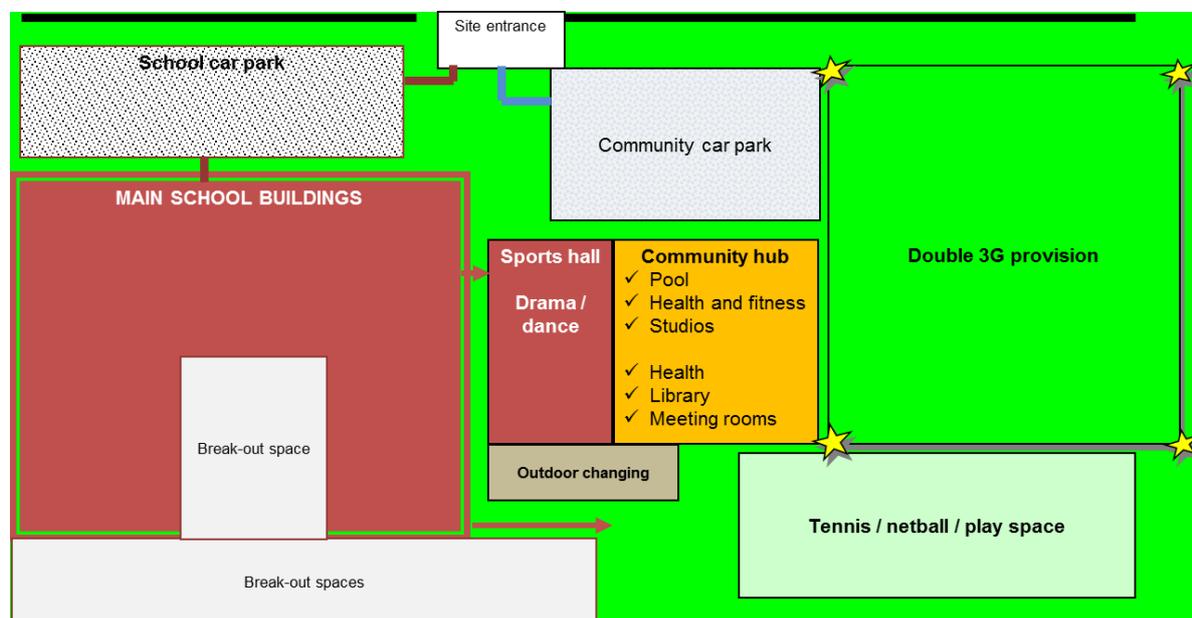
the population it will be essential that this site provides a good level of community accessible provision. This must be available for evening and weekend use, and also consideration should be given to enabling day time use of certain facilities.

Given this, appropriate site master-planning and facility design is essential. It must consider:

- ◀ Sports hall specification and capacity (meeting or bettering the new Sport England/indoor hall sports NGBs standard would be ideal)
- ◀ Health and fitness provision
- ◀ Community space
- ◀ Community services.

The model below and the associated notes are based upon work undertaken by KKP for the FA. This sets out, in a modular format, some of the principles which should underpin the design of 'ideal', community accessible sports facilities enabling minimally intrusive access and allowing operating costs to be kept as low as possible (including potential keyholder access).

Co-located school sports centre site model



The key features are as follows:

- ◀ School access is designed in such a way that it addresses safeguarding issues and facilitates community use of facilities when they are not required by the school, thus maximising community use and minimising the revenue burden.
- ◀ The activity areas are designed and operated as community facilities, with the new secondary school and local primary schools priority booking access as required.
- ◀ The building can operate as a stand-alone community health and wellbeing centre, with the school elements incorporated within this to facilitate community access at evenings and weekends.

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- ◀ Ideally, this type of facility is located on or adjacent to arterial routes with good public transport access, significant visibility and presence within the area to maximise the to and from work/education market.

◀

Enhancing facility management and operation

In delivering the above CBC needs to consider how it will work with partners to:

- ◀ Ensure that the current stock of sports hall facilities (for which there is proven need) remain open and accessible to the general public.
- ◀ Consider how best sports facilities (in particular sports halls) can be programmed and managed particularly at peak times so that a wider range of sports can be developed and delivered.
- ◀ Undertake a strategic programme review of all facilities which will identify current levels of demand (taking account of the Draft Playing Pitch Strategy (2017) and capacity at artificial grass pitches also).
- ◀ Continue to develop programmes to address the high levels of health inequalities within the Borough and hard to reach groups.
- ◀ Review and extend the current utilisation of village halls and community centres with a view to them playing a greater role in accommodating and driving up levels of localised physical activity.
- ◀ This strategy recognises that CBC and schools need to generate sufficient income from facilities to enable them to be sustainable. This does not preclude them from considering alternative and innovative methods of developing sports other than football (with a view to football moving on to 3G pitches, where possible and practicable).
- ◀ Develop an agreed approach and a Corby definition of community use (a community use standard) to which all partners sign up, with a view to recognising the importance of and embedding well-organised collectively programmed community use in school sports halls across the Authority.

In delivering this CBC and partners will need to consider the following:

- ◀ How it and partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) to ensure that relationships are specifically developed and maintained with schools across the Borough.

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ACTION PLAN

The following actions are relative to the overall management and programming of key facilities in Corby. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access).

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Borough wide programming Provide	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	<ul style="list-style-type: none"> ◀ Review current programming across the Borough to identify where sports are being played (programme mapping). ◀ Define the role of each facility within the wider community use offer across Corby. ◀ Develop a site by site programming action plan (geared to driving increased participation in identified sports) across the Borough. ◀ Monitor the extent to which services cater for people from hard to reach and target the inactive – make the requisite allowances and develop programmes accordingly. 	All sites	Short	Schools and community centres	High
Community use agreements Provide	To embed existing access and progressively increase the volume of time available in schools' sports halls to the community.	<p>Install permanent agreements with schools that build on the current good levels of community use at most sports halls.</p> <p>Consider whether and how community use can be extended to start to accommodate more day time use.</p>	All sites	Short	Schools	High
Borough wide workforce development plan Provide/Enhance	Clubs are struggling to support expansion due to lack of coaches/volunteers To ensure clubs have sufficient volunteers/workforce to maintain specific facilities, (particularly those which	<ul style="list-style-type: none"> ◀ Undertake an audit of individual club requirements. ◀ Develop an awareness programme about the development of workforce development. ◀ Identify funds which will assist clubs/organisations. ◀ Work in partnership with local colleges and bespoke facilities about identifying programmes (such as an apprentice programme) which may support the maintenance of specific facilities. 	All sites	Short	CBC/sports clubs/education sector	Medium

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Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
	are bespoke).					
Planning Protect, Enhance, Provide	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> ◀ CBC to adopt proposed Strategy recommendations and encapsulate them in planning policy documents (Local Plans) and other relevant CBC strategies where appropriate. These will also complement and add value to existing policies identified in the Joint Core Strategy and also in Supplementary Planning Documents. ◀ Determine priorities to assist CBC to identify developments to fund via CIL/other funding sources. 		Medium	CBC	High
Incorporating community centres and village halls facilities into the broader activity portfolio Provide	Develop more detailed understanding of the capacity/availability of these facilities in respect of their potential to add to the sport/physical activity offer	<ul style="list-style-type: none"> ◀ Release resources to : ◀ Review these facilities to see which have the physical space and operational management capacity/ flexibility to take on an increased physical activity programme. ◀ Consider whether/how those potentially available might fit into the wider programming offer. ◀ Identify improvements to community centres/village halls (which can make a specific contribution to serving a specific area or catering for specific activities. 	Community centres and village halls	Medium	CBC, parish councils community groups etc.	Medium
Monitor and review	Keeping the Facilities Strategy relevant and up to date	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study on an annual basis; ◀ Undertake full review within 5 years of implementation. 		Medium	CBC	High

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The following actions relative to each of the Borough's key facilities is identified below:

Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Adrenalin Skate Park Alley	Charity	A popular venue providing skating and BMX. Key challenges are to ensure that the facility is maintained to the highest standard and that it continues to deliver programmes aimed at youth engagement in partnership with CBC.	Continue to work in partnership with the Skate Park charitable and social enterprise to address current challenges and identify new youth opportunities for the Borough.	Charity, third party agencies	Medium	Medium	Provide
Brooke Weston Academy	Education	This sports hall has recently upgraded the sports hall floor and lighting. It offers a varied community programme which allows a number of sports to progress. The challenge is to ensure that the facility is maintained as it ages.	Define (embed) the role of the facility, through a programmes review. Work with the school to ensure that its activity programme continues to complement that of other venues and CBC sports development ambitions. Invest in ongoing maintenance.	Brooke Weston Academy	Medium	Medium	Provide
Corby East Midlands International Pool	Local Authority	This regional swimming facility is rated as good It provides opportunities for swimming, synchronized swimming and diving, and supports a number of clubs. Due to its strategic importance there is a requirement for continued investment so this facility remains the flagship swimming provision in the East Midlands. It is also necessary to ensure the facility meets the needs of different market segments (especially the hard to reach) and key clubs (including other aquatic clubs such as diving and water polo).	Continue to invest in the venue to maintain it to the best standard possible. Develop (and use) a system of data collation and analysis leading to intelligence led programming – ensuring that the pool caters for the whole community. Use the information collected to review programming needs of both community clubs, and other aquatic users (annually) with a view to increasing participation across a range of aquatic activities. Continue to improve financial efficiencies and achieve fiscal targets.	CBC	Short	High	Provide and Enhance

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Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
			Continue to find a balance between the competing needs of the community and performance swimming activities				
Corby Business Academy	Education	This above average 4-court sports hall caters for football and club netball. Key challenges for this facility are: <ul style="list-style-type: none"> ◀ Transfer some of the football to outdoor provision. ◀ To broaden the range of other sports played at this facility including netball ◀ Maintain the facility as it ages. 	Define (embed) the role of the facility, through a programmes review. Work with Academy to ensure that its activity programme continues to complement that of other venues and CBC sports development ambitions. Invest in ongoing maintenance.	Corby Business Academy	Short	High	Provide
Corby Technology College	Education	There is no community use of this 4-court hall at present despite high demand in the Borough. To persuade the College to make its sports hall available for community use.	CBC to work with the College to (present ideas) identify cost effective ways of opening the facilities to the community, e.g., key holder access.	Corby Technology College	Short	High	Provide
Corby Gymnastics Academy	CASC	A popular venue which opened in 2016. To ensure that the Gymnastics Academy continues to provide for the community and develop its work force (coaches and volunteers) so progression at all levels of gymnastics can be made.	Work with the Academy to ensure the facility is maintained to a high standard to support the development of the sport. Identify grants and funding opportunities to support the Club with emerging equipment requirements. Develop a workforce plan which will support the Club to develop volunteers and coaches, ensuring succession planning. Consider developing apprenticeship opportunities with partners to build in	Corby Gymnastics Academy, British Gymnastics	Short	Medium	Provide

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Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
			sustainability of facilities as well as coaches and volunteers.				
Corby Table Tennis Centre	CIC	Ensure this centre continues to achieve its goals of driving increases in participation and supporting performance level table tennis players.	Work with the Centre to ensure the facility and equipment is maintained to a high standard to support the development of the sport. Identify grants and funding opportunities to support the club with additional equipment requirements. Consider different programmes of activity which will lead to getting the inactive active locally. Continue working in partnership with the Centre identifying current challenges and also identify new youth opportunities for the Borough.	Table Tennis Centre/ Table Tennis England	Medium	Medium	Provide/ Enhance
Corby Tennis Centre	CIC	With 14 courts, eight of which are indoor, this is a substantial facility offering membership and pay and play opportunities. Key challenges are ensuring hard to reach groups have access to the facility, it maintains its quality and operating costs are sustainable.	Work with the Centre to ensure the facility is maintained to a high standard and identify possible key partners which could make recommendations to reduce maintenance costs. Work with the Centre to encourage it to commit to regular times (both peak and off peak) for both members and pay and play use, leading to wider community access.	Passing Shots/LTA/ CBC	Medium	Medium	Provide and Enhance

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Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Kingswood Academy	Education	Built in 2012, this above average 4-court hall is very popular and has a strong dominance of indoor football which restricts other sports from using the facility.	<p>Define the role of the facility in the wider Corby offer.</p> <p>Work with the Academy to ensure that its activity programme continues to complement that of other venues and CBC sports development ambitions.</p> <p>Consider if indoor football can be moved to on to AGP provision.</p>	Kingswood Academy	Medium	Medium	Provide
Lodge Park Sports Centre	Local Authority	<p>This 4 court hall is the only hall rated below average. It offers a varied programme offering opportunity for a number of clubs (including netball, kickboxing, and gymnastics) as well as delivering community based activities.</p> <p>The site should continue to find space for non-mainstream activities given high demand for current space and ensure the needs of different market segments (especially the hard to reach) are met. This is a challenge given the amount of hire requested by indoor football groups.</p>	<p>Continued investment in current facilities to maintain them to the best standard possible.</p> <p>Evaluation of how this facility fits into wider community programming across the Borough</p> <p>Continue to drive up participation in sport and physical activity and, if possible, widen the range of sports on offer within the facility.</p> <p>Intelligent use of data to identify who is and who isn't using this facility.</p> <p>Continue to identify business opportunities at Lodge Park which will improve financial targets whilst increasing participation e.g. more fitness equipment.</p>	CBC	Short	High	Enhance and Provide
					Medium	Medium	

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Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
Maplefields School	Education	<p>This 4 court hall offers indoor football and cricket. .</p> <p>Key challenges for this facility are:</p> <ul style="list-style-type: none"> ◀ Transfer some of the football to outdoor provision. ◀ To broaden the range of other sports played at this facility ◀ Maintain the facility as it ages. 	<p>Define the role of the facility, through a programmes review.</p> <p>Work with the School to develop activities which will continue to complement other sports in the Borough.</p> <p>Maintain the quality of the facility as it ages.</p>	Maplefields School	Medium	Medium	Provide
Rockingham Triangle Athletics Track (Corby Athletics Club	<p>The long-term sustainability of the athletics track given that UK Athletics recommends that a track is replaced every 20-25 years (which falls within this Strategy framework).</p>	<p>Ensure the facility is maintained to a high standard.</p> <p>Identify grants and funding opportunities to support facility development.</p> <p>Develop a workforce plan which will support the Club to develop volunteers and coaches, ensuring succession planning.</p> <p>Consider developing apprenticeship opportunities with partners to build in sustainability of facilities (e.g. grounds maintenance, specialist track work) as well as coaches and volunteers.</p>	Corby Athletics Club/UK Athletics/CBC	Long	Medium	Enhance

CORBYPBOROUGH COUNCIL INDOOR AND BUILT SPORT FACILITIES STRATEGY

Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Athletics	<p>To maintain the athletics track to a level commensurate with the competition and participation requirements of local and County needs.</p> <p>Ensure that, as Corby Park Run expands (West Glebe Park), facilities are managed and maintained for all users and potential conflict is avoided with other park users</p>	<p>Undertake regular reviews with the Club to assess the quality of the track and work with key users to ensure a track management plan is in place and delivered.</p> <p>Work with the Corby Park Run volunteers, CBC and other park user groups to ensure the route complies with health and safety as numbers increase and supports the wider objectives of the park.</p>	<p>Corby Athletics Club/CBC</p> <p>NS</p>	Medium	Provide and Enhance
Badminton	<p>To maintain the quality of courts (lights/line markings) in the Borough to support the sport.</p> <p>To ensure that enough access is provided at key venues to support the development of the sport.</p> <p>To continue to develop the sport through current programmes (e.g. No Strings).</p> <p>Ensure progression is enabled within badminton as there is no current affiliated club in the Borough</p> <p>To direct badminton participants into an affiliated club.</p>	<p>Undertaking regular reviews, using the needs assessment as a benchmark, to assess the quality of the courts. Highlight any issues with venues.</p> <p>Use the programme review, to determine possible options to develop club based activity and ensure adequate court time is available. .</p> <p>Use the programme review, identified above, to determine possible options to develop club based activity.</p> <p>Identify individuals with the time, enthusiasm and expertise to help develop a badminton club.</p> <p>Seek potential funding to support the development of club based activity including, for example, access to coaching.</p>	NS/Badminton England/CBC	Short	Provide and Enhance
Boxing	<p>To ensure that both boxing clubs understand the requirements of maintaining good facilities and are financially able to do so.</p>	<p>Provide support (when needed) to ensure both clubs continue to develop and maintain both their facilities. This could be in the form of identifying potential grants to support clubs or linking to a wider apprenticeship scheme (mentioned above).</p>	CBC/NS	Medium	Enhance and Provide
Netball	<p>To maintain the quality of courts (lights/line markings) in the Borough to</p>	<p>Undertaking regular reviews, using the needs assessment as a benchmark, to assess the quality of</p>	England Netball/	Short	Enhance

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
	<p>support the sport.</p> <p>To ensure that enough access is provided at key venues to support the development of the sport.</p> <p>Increase and improve workforce development</p>	<p>the courts. Flag any issues with venues.</p> <p>Use the programme review, identified above, to determine possible options to develop club based activity and ensure adequate court time is available. .</p> <p>England Netball should work in partnership to offer the appropriate support and expertise to improve workforce development in the Borough.</p>	schools/ CBC		
Gymnastics	<p>Lodge Park: To ensure that the facility is maintained to a standard to support the development of the sport and equipment is of a standard suitable for the level of the users.</p> <p>Gymnastics Academy: Ensure the facility and its equipment is maintained as it ages.</p> <p>To reduce waiting lists at both gymnastics clubs and also support workforce development.</p>	<p>Lodge Park: Continued investment in Lodge park to maintain the facility to the best standard possible.</p> <p>Gymnastics Academy: Identify possible grants to support the Academy with facility upgrades (when required).</p> <p>British Gymnastics, in partnership with CBC, should work in partnership to offer the appropriate support and expertise to improve workforce development in the Borough.</p>	CBC/British Gymnastics	Short	Enhance and Provide
Swimming/ other aquatic sports	<p>Continued investment in the facility as it ages to ensure it remains the key regional pool in the County.</p> <p>The competing needs of all aquatic programmes set against financial constraints.</p> <p>Continuing to drive up participation across all ages and across gender is key to the ongoing success of the facility.</p> <p>Further development of current club users and widening their reach should be at considered enabling CEMIP to be the key regional aquatic facility.</p>	<p>Undertake regular facility checks to identify possible issues and liaise with key users to identify possible improvements.</p> <p>Regular review of the programme (variety of means) to ensure that all user needs are considered in the context of the wider swim offer at the pool.</p> <p>Further support of clubs within the facility to help maintain and develop the aquatic programme leading to increased participation and improved performance levels across, for example swimming, synchronized swimming, diving, water polos and snorkling etc.</p>	CBC/Swim England/ key clubs/ community groups	Medium	Provide

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Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
Table Tennis	To ensure management at the Table Tennis Centre understands the requirements of maintaining a good facility and is financially able to do so. Current community facilities remain accessible for other clubs which will allow the sport to develop.	Provide support (when needed) to ensure the Table Tennis Centre continues to develop and maintain its facility. This could be in the form of identifying potential grants to support the Centre or linking to a wider apprenticeship scheme (mentioned above). Identify available accommodation which is appropriate for table tennis. Consider how this can be advertised and promoted across the Local Authority.	NS/Table tennis centre	Medium	Protect - Enhance
Tennis	To maintain the quality of Corby Tennis Centre and support both community and the Centre's needs. Ensure the facility is used to attract new participants through conventional and innovative programming. Ensure participation programmes are developed and maintained away from the Centre to encourage increases in participation, particularly in disadvantaged areas.	Undertake regular facility checks to identify possible issues and liaise with key users to identify possible improvements. Continue to work with the Centre to promote participatory programmes, such as Cardio Tennis which will raise awareness of the sport and encourage sustained participation. Support outreach opportunities (such as a School Games programme) and develop others to raise awareness of the sport in the Borough which may encourage people to use the facility in the long term.	LTA/ NS	Medium	Protect- Enhance
Volleyball	To maintain the quality of courts (lights/line markings) in the Borough to support the sport. To ensure that enough access is provided at key venues to support the development of the sport.	Undertaking regular reviews, using the needs assessment as a benchmark, to assess the quality of the courts. Flag any issues with venues. Use the programme review, to determine possible options to develop the sport of volleyball and ensure adequate court time is available in the Borough.	NS /Volleyball England/CBC	Medium	Enhance.
Squash	The complete lack of availability of squash courts across the Borough.	To investigate demand for squash in the Borough and identify the feasibility of developing sustainable courts as part of wider leisure development	Local group – demand led	Long	Provide