

Leisure & Cultural Strategy for Mid Sussex

2009 – 2020

A LEISURE STRATEGY FOR MID SUSSEX

1. This document is a summary of two reports produced by leisure consultants PMP which sets out the key findings from research and consultative exercises with key stakeholders, and surveys with residents and clubs and organisations. This work was undertaken to understand where the district of Mid Sussex is placed with regards to its provision of arts, culture, sport and physical activity services, its current leisure assets and analysis of the future requirements and subsequent projected gaps in service provision.
2. The document also sets out a comprehensive action plan to address any gaps in provision and how it can achieve its overall aim of increasing participation in sports, physical activity, arts and culture.

PURPOSE OF THE STRATEGY

3. The purpose of this strategy is to provide a framework to increase the participation in arts and culture, sport and physical activity of those living and working in the District by :
 - ensuring that leisure is integral to the lives of individuals and communities
 - making people fully aware of the health and well-being benefits of participating in regular leisure activity
 - helping to achieve wider policy objectives in the areas of crime reduction, education, social inclusion and economic development.

EXECUTIVE SUMMARY

4. The participation levels in sport, physical activity, arts and culture in the District are above the national average and the Council is keen to build on this success by providing, in conjunction with its partners, facilities, services and programmes that provide the opportunity to participate but also address the barriers to participation in sport, physical activity, arts and culture which were highlighted in the household survey.
5. The household survey suggests that there is a substantial number of residents who would like to start participating in both sport, arts and culture and those that currently participate have expressed a wish to do more.
6. This evidence plus the impact of the new proposed housing developments planned in the District, provides a great base from which the Council can seek to meet its overall objective of increasing participation. However, it will be important to ensure that the barriers to participation are addressed and that the indoor and outdoor facilities are available to meet this demand.
7. The surveys revealed that in terms of the quantity of all facilities, most of these were deemed to be "about right", with some exceptions around synthetic turf pitches, athletics tracks, cycle tracks and water sport activities and performance space, which this strategy will seek to address.

8. In terms of quality of the indoor facilities, these were deemed to be “average or “good”, although there were some issues highlighted around the quality of the pools in the south of the District (relating to cleanliness) plus the need for dedicated performance space in the south of the District.
9. Sports clubs and arts organisations who responded to the surveys raised issues associated with the facilities not meeting their needs, covering poor programming, lack of storage, size of the facilities and the cost of hire. This Strategy seeks to address these issues by working closer with the sports clubs to understand their needs and unlocking existing facilities for club use. It also introduces the concept of a new Community Arts Network, which will operate on similar lines to the Community Sports Network, providing support to arts and cultural organisations in the District.
10. The network of facilities across the District provide suitable accessibility to a range of leisure facilities in accordance with national standards, but recognising the rural nature of the District, improvements can be made to the accessibility of facilities through the unlocking of existing community assets, including for example, primary and secondary schools, independent schools, colleges and the optimisation of village halls and community centres programmes.
11. The potential redevelopment of the town centres, new housing development and the Building the Schools for the Future programme will provide the opportunities to reinvest in the current leisure stock and where this is a business case, to replace these assets to sustain and build on participation levels to meet demand.
12. This Strategy makes recommendations on the reconfiguration of the major public sports facilities, taking into account the current and future demand and the network of other community facilities that can be utilised.
13. It also makes recommendations for the replacement of the two halls, which will provide fit for purpose facilities that address need and raise the profile of arts and culture in the District.
14. In summary, there is evidence to suggest increases in participation in both sport and physical activity and also arts and culture. The surveys suggest an increase in demand from existing residents who current do not participate but would like to and also those who do participate would like to do more.
15. This increase in this indoor facility demand together with the additional demand generated from the new housing developments can be mostly met from within the network of current indoor facilities, although an increase in water provision in the north of the District and increases in health and fitness provision across the District is recommended.
16. At a strategic level a hub and spoke model would serve the District appropriately. The current 3 sites will remain (the hubs) focusing on water and supplemented by sports hall and health and fitness provision with a range of dry facilities across the District providing dance/aerobic space, outreach services, sports club usage.
17. The “spokes” may require innovative partnering arrangements with other organisations to unlock these community assets and to deliver programmes that seek to address some of the barriers to participation (e.g. lack of time, accessibility and affordability).
18. Outdoor facilities will also be required as highlighted in the Council’s PPG17 Study and from using the accessibility standards within this study. These new facilities

include tennis courts, sports pitches, outdoor bowling and also additional STP provision that will meet club training needs and additional facilities to schools and the community.

19. It is anticipated that any new facilities will be financed from section 106 receipts and contributions from the new Community Infrastructure Levy.

CONTEXT & BACKGROUND

20. In the last twelve months, there has been a step change in the development of joined up thinking with the revisions to national strategies published by the DCMS, Sport England and Department of Health demonstrating a common approach in the area of participation and well being from the arts, culture, sports and physical activities.
21. The Council's Sustainable Community Strategy (SCS) and Corporate Plan reflect national policy in seeking to improve the well being of the local community. The SCS links the Council and its strategic partners to the Local Area Agreement; the Corporate Plan identifies two of its priorities that directly address health inequalities, improve access and increase participation, which are supported by a number of specific actions.
22. The Core Strategy provides the framework for future development of residential and infrastructure within the District. It will be important for the Leisure Strategy to identify its requirements for arts, culture, sports and physical activity assets as part of the evidence base for the Core Strategy. This will be key in securing resources from developer's contributions from Section 106 or the Community Infrastructure Levy.
23. The District's population is predominantly affluent and in good health. However, there are pockets of deprivation and 26% of people have below average or poor health. There are also high levels of obesity in children (9%) and adults (20%), albeit these are under the national average. There are 2,300 children living in low income households and who are, with their families, likely to be low participants in physical activity.
24. There are approximately 25% of households living in the rural areas, 25% of households are single person households and 9% of households are without cars or vans which create issues around accessibility and possibly social inclusion.
25. The Leisure strategy will seek to address these issues through identifying the barriers to participation, working with partners to improve well being and providing or enabling leisure activities and education programmes.

GENERAL PERFORMANCE

Sport & Physical Activity

26. The Council performs well in all the Sport England Key Performance Indicators with the exception of satisfaction rating of local sports provision, although this is way above the regional and national pictures.
27. The Household Survey indicates that most people thought that the quality of the facilities were good or average. However, a higher proportion of respondents in the south of the District stated that the swimming pools were poor or very poor, although this is partly understood to mean the cleanliness of these facilities.

28. Evidence suggests that the participation rates in Haywards Heath and Burgess Hill are lower than elsewhere, and there is a correlation between this and deprivation which follows similar patterns. This indicates that deprived neighbourhoods should be targeted more effectively to increase participation and also address wider themes such as social inclusion and improving health inequalities.
29. The key groups that have higher levels of non participation are females, older people, BME groups, those with a disability and people in the lower social groups. Key barriers to participate include cost and lack of time, and consideration needs to be given to programming times, providing family activities, workplace health and a review of the leisure pricing and affordability to target groups.
30. In terms of providing the right quantity of facilities, residents considered that quantity is about right for indoor facilities but there is a perception that there are not enough athletics tracks, Synthetic Turf Pitches(STP), cycling paths and tracks and watersport activities. In terms of cycle tracks, this relates to cycle paths rather than a velodrome type facility.
31. The research suggests that based upon travel times, the District is adequately covered for athletics and watersport but consideration must be given to provide an additional further STP in the District (which is consistent with the PPG17 report and feedback from sports clubs).
32. In relation to Sports Clubs, their view was that most clubs believe that the facilities were good or very good but that they did not meet their training needs and raised issues including inadequate storage, size of facilities, programming and poor maintenance.
33. Another point that was raised was the provision of a gymnastics centre. This point was raised by particular clubs in the District and appears to relate to programming and prioritisation issues. Further engagement with gymnastics clubs is required to see how access to facilities can be improved. This may mean unlocking school provision to meet their programming needs.

Arts & Culture

34. The District has a very strong base from which interest in participating (both as an audience member and taking part) compared to the national average indexes. The household survey suggested that in terms of taking part, 28% who currently participate would like to do more and 19% who do not participate would like to. This provides strong evidence to support the view that the District provide suitable facilities and support activities for organisations to grow and develop.
35. There are many organisations which are providing arts and cultural activities so the Council should consider focusing support through the development of a Community Arts Network. This would provide co-ordination, share knowledge, information and ideas, and also ensure sustainability of organisations through support where possible. Consideration should be given to help these organisations to work together by sharing resources so that they may become more effective.
36. Performing arts appears to be the main thrust of interest and activity, and the Household Survey suggested that marginally, there were not enough performing arts activities within the District.

37. The Council should seek to ensure that the District's performance spaces are fit for purpose and are accessible across the three main towns. It should also consider how new and private facilities can be accessed to increase participation or provide better, fit for purpose, facilities. There are also redevelopment opportunities in Burgess Hill and Haywards Heath (Clair Hall and Martlets Hall) that will provide the opportunity for the re-provision of these facilities in these towns.
38. Most of the arts and cultural activities are undertaken across the network of village halls and community centres. Responses from arts organisations suggest the availability, quantity and suitability were generally good. The responsibility for provision of these facilities is not with the Council so consideration will need to be given as to how their compliance with legislation, quality of provision and maintenance can be ensured.
39. In order to reflect the interest of those members of the community that wish to engage in the arts and culture for the first time, and to increase the level of participation of those already participating, it will be important to provide the facilities that they have indicated as being of interest, at the right time, in the right location and at the right price.
40. Setting aside performance space, consideration should be given to providing quality dedicated gallery space, art studios, space for artefacts etc (similar to a cultural quarter) to provide a focal point for culture that allows base entry access for those that are interested in participating and to provide a strong base from which cultural activity can be channelled into the community.
41. The main two barriers to participation by those who want to get involved were the lack of information and lack of time. These could be addressed partly by the new initiative launched by Mid Sussex District Council called "Participate Mid Sussex" and could act as a catalyst for increased interest and participation.

Key Partners

42. The evidence base suggests that the partner organisations are focussed on improving the well being and participation rates of their communities. There are some key messages that need to be reflected in the Strategy and impact on the Council as an enabler and provider.
43. The Council should consider the development and support of outreach programmes with its partners, to address issues of social inclusion, health inequalities and education programmes for partners and the community.
44. Issues associated with affordability can be addressed through a review of the pricing, focussed grant payments linked directly to outputs, or larger grant funding but to a reduced number of organisations and no or little increased cost.
45. Investment in education, through the promotion of capacity building sessions for other levels of local government, sports coaches and other volunteers will provide a stronger base from which to drive participation and raise standards across the District.
46. The development of an arts and culture network, similar to the Community Sports Network, will provide the Council with a focal point to provide direction and support together with addressing the sustainability and growth of the arts and culture. This could be linked to the Healthy Mid Sussex Partnership sub group.

47. Addressing the issues of young people to provide services and facilities that they would like is something that is important to partners. This is being addressed as part of the Draft Better Young Lives Strategy, but further consideration should be given to new commercial leisure activities (ice rink, 10 pin bowling etc).
48. The Council may wish to formalise scheme developments through providing their expertise in leading new working groups on projects such as the single site option for Burgess Hill Football and Rugby clubs, possible provision of community buses with the local bus company and any others, as it can be the Council that has the ability to unlock these types of projects from using its management skills and authority.

LEISURE ASSETS

49. The leisure assets play a key role in the delivery of leisure activities across the District. The Council has three main sites from which the traditional sports facilities are provided and two “performance spaces”. Additional sports and cultural facilities are provided by private sector, schools and other parties. This provides major facilities in each of the three main towns.
50. The Council needs to establish whether these facilities are fit for purpose, in terms of quality, quantity, accessibility and sustainability. The Council stock is ageing and consideration will need to be made as to their replacement, although the three main leisure facilities are likely, with suitable maintenance, to be able to provide activities throughout the life of this Strategy at a cost of £3.8 million.
51. The Council's indoor performance space may be replaced as part of the town centre redevelopments at Burgess Hill and Haywards Heath. This will provide the opportunity to reshape these to meet current need and also future requirements resulting from the delivery of this Strategy. If these two facilities are not replaced, the Council estimates that it will incur £1.2 million on repairs and renewals over the next 10 years, although £900,000 falls in years 6 to 10 and this could be used for investment in other leisure assets, for example pavilions and village halls.
52. The community halls provide a network of facilities across the District and play an important part in arts and cultural provision, but the Council will need to ensure that they are sustainable and fit for purpose by working with its partners to provide technical and financial advice and support. This support may include an audit of the facilities to understand unused capacity but also the state of repair and quality of these facilities.
53. The Council should work with the schools to identify the suitability of provision that could accommodate existing and new activities to address participation, to deal with accessibility issues, especially in the rural and/or deprived areas or the closing down of facilities that are uneconomic to operate.

GAP ANALYSIS & RECOMMENDATIONS

54. Facility mapping is one of the tools to establish accessibility to specific sites to undertake activities. This high level mapping analysis has sought to provide a piece of

the jigsaw that fits with other pieces to provide an overview of ensuring that the Council has the assets in place to deliver a range of leisure activities across the District.

55. As part of the delivery of the Leisure Strategy, further discussions will be required to maintain the network of assets that are fit for purpose, provide accessibility for the community and meet the capacity and technical requirements of clubs and organisations.
56. The Council may wish to lead on a thorough review of the facilities, capacity of facilities, the requirements of particular clubs and organisations to match the right facilities with the right clubs and the right times. This could be lead through the Community Sports Network and a new Community Arts Network.
57. In order to facilitate the focus on identifying the requirements of the communities within the District, work has been undertaken where possible to analysis these in the same catchment areas (parishes) as the Household Survey was undertaken, namely;

Analysis Area (North)	Ardingly, Ashurst Wood, East Grinstead, Horsted Keynes, Turners Hill, West Hoathly and Worth
Analysis Area (Central)	Balcombe, Slaugham, Cuckfield Rural, Cuckfield, Lindfield, Haywards Heath, Lindfield Rural, Bolney
Analysis Area (South)	Twineham, Hurstpierpoint, Burgess Hill, Hassocks, Albourne, Pyecombe, New Timber, Poynings, Fulking

Indoor sports provision

58. The level of indoor provision for 2026 based upon current population changes is currently more than projected demand for sports halls (31 courts) and pool water (266m²) and there is unmet demand for health and fitness (206 stations). The estimated distribution of these across the three main site catchments are:

Unmet demand for Indoor sports facilities (fig 58.a)

	Pool (m ²)	Water	Sports Halls (Courts)	Health and Fitness Stns
Burgess Hill	122		12	(147)
Haywards Heath	160		16	(139)
East Grinstead	(16)		3	80
Total	266		31	(206)

* a negative number indicates unmet demand and a positive number indicates a surplus of provision

59. The impact of additional housing development is projected to increase the population by some 39,000 and using the Sport Facility Calculator from Sport England, suggests that there is a requirement across the District for:

Unmet demand from new housing development (fig 59.a)

	Pool Water (m²)	Sports Halls (Courts)	Health and Fitness Stns
Burgess Hill	(133)	(4)	(74)
Haywards Heath	(154)	(4)	(86)
East Grinstead	(112)	(3)	(63)
Total	(399)	(11)	(223)

60. However, one needs to take into consideration the opportunities that are to be provided from the 'Building Schools for the Future' programme (BSF), assuming that a new school will receive a 4 court sports hall, health and fitness stations, an STP and a Multi Use Games Area (MUGA).
61. The BSF programme could significantly change the supply of facilities in the District, but this will be dependant upon the progress and success of the BSF programme. It should be noted that out of the seven secondary schools, six already have 4 court sports halls and these are limited to sports club use only. It is not known if these will be replaced or simply refurbished and if the latter, whether the BSF programme will require as a condition that these are to be opened up to the community on a pay and play basis.
62. Assumptions have been set out on the increase in facility provision based upon the impact of the BSF programme, but these figures are at this stage no more than a guesstimate.

New demand from the BSF programme (Fig 62a)

	Pool Water (m²)	Sports Halls (Courts)	Health and Fitness Stns
Burgess Hill	0	0	0
Haywards Heath	0	0	18
East Grinstead	0	4	18
Total	0	4	36

63. The assumptions for the improvements to public accessible facilities resulting from the BSF programme are as follows:
- there will be a new four court sports hall and 18 station gym at Imberhorne School and both these will be available for community use.
 - the five state schools that currently have sports halls, are assumed to continue to let these to sports clubs only.
 - the state school in Hassocks will continue to be a dual use facility.

- the health and fitness facilities in the 3 schools are currently assessed as being private and will remain so.
- the BSF programme will construct health and fitness facilities at Oathall (18 stations) and these will be available to the community under the BSF programme.

64. The table below sets out the net projected position from the current trend in the population, the demand from new housing and the impact of the BSF programme.

Projected unmet demand at 2026 (Fig 64a)

	Pool (m ²)	Water	Sports Halls (Courts)	Health and Fitness Stns
Burgess Hill	(11)		8	(221)
Haywards Heath	6		12	(207)
East Grinstead	(128)		4	35
Total	(133)		24	(393)

65. It can be seen that there will be a requirement for public pool water of circa 25m x 2.5 lanes of water, a requirement of three major health and fitness gyms and an oversupply equivalent to 6 four court sports halls, 3 eight court sports halls etc.
66. Although it is currently projected that there is a surplus level of pool water and sports halls, the consultation suggested that the majority who expressed an opinion stated that there quantity was about right, although there were issues regarding these facilities being clean ie pools in central (OHH) and south areas (OBH)) and poor programming, insufficient storage and size of the sports halls making these not fit for purpose by sports clubs.
67. The impact on the level and type of facilities to replace the current main Olympos facilities is similar at Haywards Heath and Burgess Hill with more health and fitness required and more public pool water at East Grinstead.
68. At a strategic level, it would appear that a hub and spoke model would serve the District appropriately. The current 3 sites will remain (the hubs), providing sport and leisure facilities, with a focus on water, supplemented by sports hall and health and fitness provision and through a network of smaller facilities (spokes) the dry facilities providing dance/aerobic space, outreach services, sports club usage. The spokes would be the secondary schools, primary schools, community centres and village halls.

East Grinstead (Analysis Area North)

69. This area is partially covered by the K2 Leisure Centre at Crawley that may provide facilities for this community. Its size, scale and range of facilities may have a greater influence over this community that would normally be expected from an neighbouring authorities facility. There is a 50m eight lane pool, a teaching pool and a small leisure water facility.
70. However, the demand and supply data would suggest that consideration should be given to an eight lane 25m pool at East Grinstead to replace the current six lane pool. A business case would need to be undertaken prior to any final decision being made as some of the demand may be absorbed from the K2 facility.

71. In terms of sports halls, despite an apparent oversupply of courts in this area there is currently a 5 badminton court hall, at OEG and depending upon the outcome of the review of programming etc for sports clubs in this area., it is recommended that as a minimum a 4 court hall is provided, which balances the mix of a wet and dry facility. If it is proved through additional sports club consultation, and there is a business case, this could be increased to an 8 court sports hall provision, unless East Grinstead Sports Club wished to complement their current 4 court hall, and providing a further four court sports hall at their facility.
72. With regard to health and fitness, any new facility would normally expect to have a sizeable health and fitness area, with dance studios etc to drive income and provide flexibility for customer need. Although demand shows an additional 35 stations, it is suggested that a minimum of 50 stations should be provided in a facility of this kind.
73. In summary the recommendations are:
- 25m x 8 lane pool (previously 6 lane)
 - 4 court sports hall (previously 5 courts), subject to sports club review
 - Minimum 50 station gym with associated dance studios

Haywards Heath (Analysis Area Central)

74. Analysis suggests that there is an oversupply of sports hall courts, with 12 courts more than is required for the area. It is not recommended that the replacement facility for OHH is reduced from its current 8 court hall which is understood to be currently fully utilised. Any new facility should consider adequate storage facilities for sports clubs, with perhaps small office space for the major clubs.
75. In terms of water, there is projected to be sufficient water to meet demand, although the new facility will be 25m and not the current 32m length. Consideration should be given to a moving floor to provide flexibility for the water during the full operational day (e.g. swimming lessons, parent and toddler classes etc).
76. The unmet demand for health and fitness is significant, but the Council may wish to encourage the secondary schools to meet some of this demand locally, through existing school provision or BSF, although it is assumed that this will be limited.
77. The issue with this site will be the closure of the existing facility whilst a new facility is constructed. Unless it is relocated on an alternative site, there will be an adverse impact on services during this 18 month period.
78. Whilst the priority may be the re-provision of modern water space, to improve the attractiveness of the site and reduce maintenance costs, the dry side could be reconfigured to improve the layout and make the building work better.
79. In terms of a future facility mix the recommendations are:
- 25m x 6 lane pool (currently 32m)
 - 8 court sports hall (currently 8 courts), subject to sports club review
 - Minimum 100 station gym (currently 77) with associated dance studios
 - Other existing facilities

Burgess Hill (Analysis Area South)

80. The oversupply of sports halls appears to contradict the Sports Clubs Survey and is a concern. A reduction in the size of the current provision in terms of sports halls or water is not recommended. In terms of new health and fitness facilities, the additional requirement of 221 stations is substantial and to incorporate these within the main facility is not recommended due to the commercial risk associated with future demand.
81. It is suggested that a facility of the stature of OBH could increase its provision to circa 125 stations. Again, some health and fitness capacity could be absorbed by secondary schools or the private sector. Although as previously stated the planning requirements to use town centre sites can limit the cost effectiveness of operating these sites by the private sector, as the catchment area, facility size, car parking issues, high rents and limited facilities offer, can make these difficult to operate commercially.
82. In terms of specific clubs that are impacted by programming changes on the main sports hall, it is recommended that one of the secondary school halls is either converted, or dedicated to these clubs (under the sports club review) or under the BSF programme, one of the schools specialises in certain sports or the specialist clubs are given dedicated or priority use.
83. In view of the size and location of the OBH, it has the opportunity to retain its reputation as a destination venue but will need to consider how it can provide at least a half day dwell time facility. In order to keep it at the forefront of the market, it will need to continually update or change its facilities periodically to ensure people wish to continuously return.
84. Consideration should be given to possibly being the main indoor water park in the area, with water rides, flumes etc. This may also provide sufficient pump priming to attract other commercial operators to increase the dwell time and make it an all day destination facility. This could be risky as the equipment is expensive and requires regular updating. A business case should be considered before any investment decisions are made.
85. In summary a facility mix is recommended as follows:
 - 25m x 8 lane pool (currently 8 lane)
 - 12 court sports hall (currently 12 courts)
 - 125 station gym (currently 52 stations) with associated dance studios
 - other existing facilities
 - consideration of water rides/flumes/wave machine (subject to business case)

Other indoor facilities

86. There is a need for additional facilities for the community, especially the younger members. The Youth Council may provide new ideas, which subject to a positive business case may have the opportunity of being taken forward.
87. Ideas may include sporting activities such as combat sports, extreme sports (bouldering, climbing walls, zip wire etc), boxing, indoor BMX and skating, indoor sky diving etc which require a dedicated facility or equipment with space. They may also include more commercial leisure activities such as ten pin bowling and ice rinks. Where possible

these would work in or adjacent to the sports centres, providing increased footfall and economies of scale through the construction and operation.

Outdoor provision

88. The marginal increase in population of circa 6,000 over the next 10 years will require a very small amount of increased provision using the PPG17 standards. However, incorporating the increase in population relating to the new housing development of some 39,000 will require increased provision and should be funded from developer contributions.
89. Part of this increase in demand could be met from provision on school sites as part of the BSF programme, but sports pitches and outdoor bowls are likely to need to be located in the community.
90. Prior to the increase in provision for sports pitches, it is recommended that a further playing pitch strategy is undertaken to ensure that the number of teams and the amount of usage is determined prior to the increased provision is made.
91. Likewise the other outdoor provision should be assessed for the demand for these activities and whether the local standards should be reviewed, to reflect the 30% increase in population arising from the housing development and the local propensity to use these.
92. The facilities currently provided for within the parks for outdoor concerts are deemed adequate (although less so in Burgess Hill), although are restricted by current licensing covenants and preclude the use of these for commercial purposes on a Sunday. The Council should seek to review this, offering the community an opportunity to participate in concerts and other cultural activities during the summer months.
93. Walking and cycling are key physical activities that are undertaken by the community. This is seen as a growth area, where these activities can be undertaken by individuals, groups or families. They are also free to use and therefore there is no barrier to participate through cost and time (they can be undertaken when it suits the user and is not limited to programming).
94. The Household Survey suggested that cycle tracks (paths) were under provided for, and consideration should be given to marketing these better and to increase the provision. Likewise the Healthy Walks Programme is starting to grow and provision should be made in the new housing developments to provide the infrastructure to enhance the use of cycles and walking to access services

Synthetic Turf Pitch provision

95. The District currently has good coverage in terms of accessibility to Synthetic Turf pitch provision (STP) and based upon the proposed PPG17 standard, the current population should have ten STP facilities(125,000 population x 0.5m²) divided by 6,000m² (full size pitch). There are currently seven in the District, leaving a short fall of three on current population.
96. The demand generated from new housing development would suggest that a further 3.3 STP's are required.
97. The demand for STP provision was highlighted in the sports club survey and the household survey that suggested that there was a requirement for additional provision.

98. Two of the STPs are currently at two state schools (Burgess Hill and Hassocks). It is understood that under the BSF programme, all new schools will have STP provision, and if this is the case it will add a further five to the District.
99. Following the decision due in 2014 on the BSF facilities, if they are all provided for, then there will be a small undersupply of STP facilities by 1.5 pitches. However, between 2009 and 2014, there is demand for new provision.
100. In terms of location, the additional 3.3 pitches should be spread equally across the three analysis areas, adjacent where possible to a secondary school.
101. With regard to the existing demand, with the life expectancy of between 7 – 10 years, new provision may result in BSF replacing pitches that are at the end of their useful economic life.
102. It is recommended that:
- further provision is made in the District to meet sports club demands
 - 3 new STP (current under supply) should be provided in each of the three main towns at, where possible, secondary school sites.
 - as a result of the new house building programme, demand appears to be equal across each of the Analysis Areas and therefore one STP should be allocated to each of the main towns in the District

Under used community assets (village halls, schools)

103. Assuming a 15 minute drive time, there is good coverage across the District of accessibility to village halls and community centres. The essential issue is that the services provided at these sites provide arts and cultural activities.
104. The barrier here is that the level of organisations providing these services is large enough to be sustainable. There may be a case that these organisations will need to be restructured or amalgamated with each other to ensure that they have the numbers of participants to provide sufficient and sustainable activities. This amalgamation could lead to restricted accessibility, from capacity at these sites, which will need to be taken into account, if this approach was implemented.
105. There is a large percentage of households that do not have access to cars and a 15 minute drive time may not allow them access to facilities and therefore the use of outreach services to these community assets is essential. Addressing access through more localised assets (for example schools) and working with the local transport providers is needed to improve accessibility and participation.

Performance space

106. The Town Centre Redevelopment at Burgess Hill and Haywards Heath will require the replacement of these facilities in due course. This provides an excellent opportunity to review the facility mix at each of the sites to meet current and future needs and market supply.
107. It is clear from survey information that there is a need for a dedicated performance space in the south of the District to complement the facility (Chequer Mead) in the north. There is also a need to provide access to arts and culture activities, meeting space for community and private sector use.

108. The replacement of these two facilities creates a fantastic opportunity to provide dedicated and focussed space within an area that has two of the main towns within the District. A criticism of the current operation has been that the facilities are not performance space, arts and cultural space or meeting space with issues including buildings that are not fit for purpose, programming issues and the facilities not sufficient to meet the demand of users (e.g. storage space).

109. Our recommendation for the new facility mix for these two sites takes into account the following assumptions:

- encouraged community use of the The Hub, Haywards Heath and the potential new facilities at Warden Park School
- the possibility that the Burgess Hill Theatre Club will not be replaced
- the limited strength of the performance market in the District (with London and Brighton drawing audiences from the District)
- the proximity of Burgess Hill and Haywards Heath to each other
- the nature of the types and size of performances that will be undertaken
- the need for meeting space for community use and also the opportunity for private hire, especially being located adjacent to the business district in Haywards Heath and close to the main line railway
- need to promote local arts and culture, both in terms of live performance and visual art (arts and crafts)
- support of the economic development of the town, through the use of private meeting room hire for individuals and companies

110. It is recommended that the following proposed outline facility mix of the two facilities be considered, subject to site constraints, as follows:

Burgess Hill	Haywards Heath
<ul style="list-style-type: none"> • 350 – 400 seat theatre (retractable raked seating) which can be scaled up to provide a more intimate studio space • Dressing rooms • Meeting rooms, rehearsal and breakout spaces • Gallery space • Museum space • Bar and café facilities 	<ul style="list-style-type: none"> • Collection of quality meeting rooms that are flexible in their configuration and use and can hold 250 – 300 if required • Gallery or exhibition space • Home working “pods” space • Council information point • Possible business support space • Café facilities

111. The Council could manage these sites under its Leisure Outsourcing Contract.

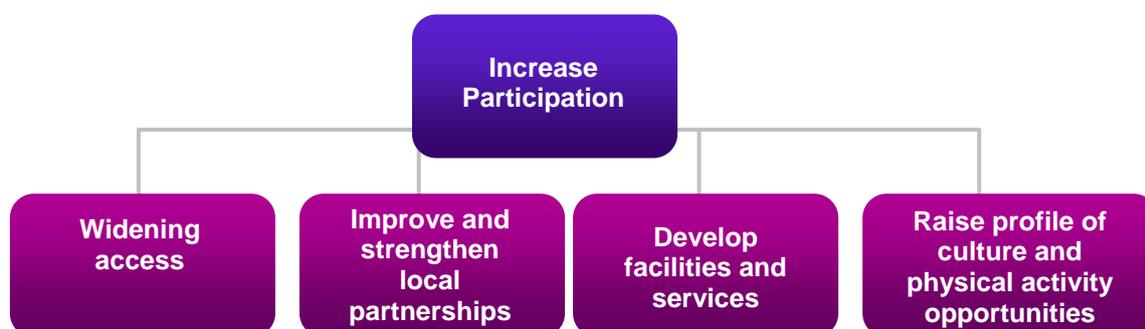
VISION

The Councils vision for leisure is:

“To improve the health and wellbeing of local residents by raising levels of awareness of the benefits of participating in arts, culture, physical activity and sport, increasing opportunities for residents to take part in these activities, developing the local infrastructure and strengthening local partnerships.”

STRATEGIC AIMS

In order to turn this vision into reality, this new strategy will have four strategic aims, under which there are key objectives. To ensure deliverability and accountability, under each objective there is a number of actions for management to undertake.



KEY OBJECTIVES

Strategic Aim 1 – Widening Access

To maximise opportunities for adults to participate in 30 minutes of moderate physical activity on at least five days of the week and children to participate in sixty minutes of physical activity per day.

To provide increased opportunities for all the community to engage in arts and cultural activities.

In order to achieve this aim, it has four objectives:

- addressing the barriers to participation
- focussing on key target groups
- making effective use of public funds
- providing programmes that are attractive, accessible and affordable

Strategic Aim 2 – Improve and strengthen local partnerships

To actively seek and sustain local partnerships with a range of public, private and third sector parties where that will increase participation in the arts, culture, sport and physical activity in order to make a positive impact on the health and well being of the local community

In order to achieve this aim, it has four objectives:

- capacity building through knowledge and information transfer
- creating new opportunities that seeks to enhance leisure services and increases in participation
- delivery of local services through local management
- delivery of synergy through partnership working

Strategic Aim 3 - Develop a Local Infrastructure

To take opportunities wherever the business case supports such investment to improve the provision of leisure services and leisure assets by the public, private and third sectors in order to increase participation in leisure activities and which are relevant, accessible, affordable and sustainable.

In order to achieve this aim, it has four objectives:

- addressing the current and future demand for facilities
- making effective use of resources
- sustaining the longevity of assets
- utilising existing unused capacity

Strategic Aim 4 - Raise profile of Culture & Physical Activity Opportunities

To support or deliver, through a range of methods, including for example; marketing, activities or funding mechanisms, a positive change in peoples attitudes towards culture and physical activity in order that individuals and families improve their health and well being and that positive improvements are made in the communities by way of social inclusion, reduced crime and educational attainment.

In order to achieve this aim, it has three objectives:

- improving the awareness of leisure facilities and services
- promote the benefits of sport, physical activity, arts and culture

ACTION PLAN

To ensure the delivery of this new strategy, an action plan for each of the strategic aims and objectives is set out overleaf. The action plan is prioritised both in terms of timescales and overall priorities – the action plan will form part of the Council's service planning process and be reviewed each year as to progress and any external factors which may effect timescales and or completion.

New Objective	Action	Lead Responsibility	Priority	Year
Strategic Aim 1 – Widening Access				
Address the barriers to participation.	Review sports and leisure pricing structures and consider the redistribution to key target groups	Leisure and Sustainability	H	2011/12
	Review the timing and type of programmes of indoor and outdoor activities to ensure that they meet the requirements of target groups.	Leisure and Sustainability	M	2012/13
	Evaluate the benefits and costs associated with the use of community transport to improve access to arts, culture and sports facilities outside the rural areas	Community Services and Culture	M	2012/13
Focussing on key target groups	Redefine and where necessary prioritise the key target groups to provide a platform for shaping marketing, programming and pricing.	Leisure and Sustainability	M	2011/12
	Develop initiatives to increase participation in leisure activity targeted at deprived neighbourhoods	Leisure and Sustainability	M	2010/11
	Support the governments recommendation on physical activity targets relating to adult population and children (5 x 30 mins) and 5 hour offer.	Leisure and Sustainability	M	2010/11
	Undertake detailed market analysis and demographic profiling to develop targeted marketing to attract specific target groups to participate in leisure activities	Community Services and Culture	H	2010/11
	Seek to provide family indoor and outdoor leisure activities to address barriers in participation due to family commitments.	Leisure and Sustainability	M	2012/13
	Work with the Youth Council to develop ideas and options to improve the attraction of leisure activities within this target group.	Community Services and Culture	M	2010/11
	Evaluate the business case for developing different types of outreach leisure services in local halls, primary schools and community centres, including holiday activities, exercise referral, arts and crafts etc.	Sport and Healthy Lifestyles Officer and Arts Development Officer	L	2011/12
	Work with the PCT to examine how physical activity may help them during their illness and post illness.	Healthy Mid Sussex Coordinator	L	2010/11
	Work with sports clubs and arts organisations to help them develop and encourage membership.	Community Services and Culture	M	ongoing

	Engage with local employers to develop support and programmes to engage employees in physical activities that they are prevented from undertaking due to work location and time commitments.	Sport and Healthy Lifestyles Officer	L	2010/11
Making the effective use of public funds.	Undertake a comprehensive review of all capital grant policy with consideration of moving to a strategic commissioning role whereby the Council "purchase" agreed outputs with recipients.	Community Leisure Officer	H	2010/11
	Undertake a review of all capital grant payments and policy with consideration of reducing the number of grants but increasing the value to increase value added benefits (leverage of external funds, lower subsidy per user, increased purchasing power)	Community Leisure Officer	H	2010/11
Providing programmes that are attractive, accessible and affordable.	Work with Arts Organisations and the Youth Council to develop arts programmes and events for younger people.	Arts Development Officer	M	2011/12
	Work with Arts Organisations (through a Community Arts Network) to improve the coordination and programming of activities, festivals and events and provide educational support on funding opportunities etc.	Arts Development Officer	M	2011/12
	Conduct further engagement with local sports clubs via the Community Sports Network to improve programming and access to suitable training facilities across the District.	Sport and Healthy Lifestyles Officer	M	2011/12
	Work with the neighbourhood policing teams to utilise sport and cultural activities to encourage young people away from crime and anti social activities, including seeking funding to support these initiatives.	Sport and Healthy Lifestyles Officer	M	2011/12
Strategic Aim 2 - Improve and Strengthen Local Partnerships				
Capacity building through knowledge and information transfer	Provide advice via the Community Sports Network on obtaining financial benefits Community Amateur Sports Clubs status.	Sport and Healthy Lifestyles Officer	H	2010/11
	Deliver capacity building sessions for other levels of local government to manage leisure assets and services, and provide advice and support on marketing, contracts, operations and maintenance.	Leisure and Sustainability	M	2011/12
	Support coach and volunteer development within local organisations via the Community Sports Network and National Governing Bodies to achieve quality accredited coaches.	Sport and Healthy Lifestyles Officer	M	ongoing
	Assist sport clubs in achieving accreditation to the relevant National Governing Bodies.	Sport and Healthy Lifestyles Officer	H	ongoing
	Develop a Community Arts and Culture Network to provide a focal point for the arts and cultural organisations which provides coordination, direction and support to the arts and culture sector in the District.	Arts Development Officer	M	2011/12

	Provide support to parish councils with a view to addressing participation, youth development and club development	Sport and Healthy Lifestyles Officer	M	2011/12
Creating new opportunities that seeks to enhance leisure services and increases in participation	Establish partnering arrangements between West Sussex County Council BSF team and the District Council over the provision of future facilities across the District.	Community Leisure Officer	M	2010/11
	Undertake an audit of national funding opportunities and work with the relevant funders to leverage funding to improve quality or new provision within the District.	Community Leisure Officer	M	2011/12
	Through the Community Sports Network, work with Sports Clubs to improve, where possible, the programming, quality and accessibility of facilities to meet the needs of Sports Clubs	Sport and Healthy Lifestyles Officer	M	2011/12
	Through the Leisure Management Contract, develop opportunities and initiatives with the Leisure Operator to meet the requirements of this strategy.	Leisure Management Contractor	M	2013/14
	Continue to build relationships with the County Sports Partnership to increase participation in sport activities.	Sport and Healthy Lifestyles Officer	M	ongoing
Delivering local services through local management	Work with other levels of local government to develop, where appropriate for both parties, the transfer of services and facilities under management agreements	Outdoor Facilities Officer	M	2011/12
	Evaluate the transfer of leisure facilities (pavilions, halls, pitches etc) to town and parish councils where possible	Outdoor Facilities Officer	M	2011/12
	Work with external partners including the Police and PCT to provide financial assistance to fund sport and physical activities through the provision of outreach services to the communities.	Sport and Healthy Lifestyles Officer	H	2010/11
Driving synergy through partnership working	Further develop partnering arrangements with the Primary Care Trust to target obesity and health inequalities in target areas, including the provision of outreach services and education programmes through the Healthy Mid Sussex Partnership.	Healthy Mid Sussex Coordinator	H	2010/11
	Work with the Central Sussex College (Haywards Heath) to encourage the community use of The Hub.	Leisure Client Officer	M	2011/12
	Work with the School Sports Partnership to increase participation in sport and physical activities for young people and assisting in the unlocking of school facilities to maximise community use.	Sport and Healthy Lifestyles Officer	M	2011/12

	Build partnerships with local public and private facilities to increase access to arts and cultural facilities (e.g. Independent Schools, Colleges etc).	Arts Development Officer	M	2011/12
Strategic Aim 3 - Providing facilities and services				
Addressing the current and future demand for facilities	Seek and adopt the recommendations of the PPG17 report relating to outdoor sports facilities.	Community Leisure Officer	H	2009/10
	Seek to negotiate community access to Ardingly College for community swimming periods at their site, which may include pay and play, membership, fixed payment etc.	Community Services and Culture	M	2010/11
	Discuss with other local authorities and the LTA the opportunities to create an indoor tennis facility that provides access to the population of the District.	Community Services and Culture	M	2011/12
	Develop a business case for the redevelopment and provision of new sport and leisure facilities to replace the existing Olympos sites that meets local demand, taking into account competition from the private sector and other local authority facilities but are affordable and sustainable	Client Leisure Officer	H	2010/11 - OEG 2012/3 - OHH 2015/6 - OBH
	Work with the private sector leisure operators to explore the opportunities of providing services and facilities that assist in the delivery of this strategy.	Leisure and Sustainability	M	2011/12
	Examine opportunities to use a wider range of facilities as venues for sport and physical activities in the District parks and open spaces, including the provision of fitness trails and gyms.	Outdoor Facilities Officer	M	2011/12
	Work with the Council's Strategic Developer to create replacement facilities that meet the needs of the District	Leisure and Sustainability	M	2010/11
Making effective use of resources	Continually review national funding streams to support projects designed to support target groups	Leisure and Sustainability	H	ongoing
	Prepare a Playing Pitch Strategy to assist with the planning for sports pitches in response to projected housing increases.	Community Leisure Officer	M	2010/11

<i>Sustaining the longevity of assets</i>	Evaluate the business case for the transfer of management and coordination of health and safety, maintenance, equipment testing etc of leisure assets owned and operated by third parties (i.e. pavilions, community centres and village halls). Costs to be funded by the owners/leaseholders as appropriate.	Contracts Manager	L	2011/12
	Establish a working group to develop options with Burgess Hill FC and Burgess Hill RFC to develop a new facility to be used by the local authority for "show games" and potentially cultural events	Community Services and Culture with Outdoor Facilities Officer	M	2011/12
	Seek to develop Asset Management Plans for all pavilions, village halls and community centres owned by the Council and third parties and agree sinking funds to protect the future availability of these facilities.	Contracts Manager	M	2013/14
	Encourage the audit of all community halls to ensure that they are fit for purpose and meet legislative requirements	Contracts Manager	L	2012/13
	Undertake an audit of community halls to establish the levels of community access, activities and unused capacity at each site.	Community Services and Culture	L	2012/13
<i>Utilising existing unused capacity</i>	Develop a database of school sports facilities/performance space/halls to cover details of access, activities undertaken and use used capacity.	Community Services and Culture	M	2011/12
	Work with West Sussex County Council and schools to explore how access to school facilities out of school hours can be achieved.	Leisure and Sustainability	M	2011/12
<i>Strategic Aim 4 - Raise profile of Culture and Physical Activity Opportunities</i>				
<i>Improving the awareness of leisure facilities and services</i>	Improve access to information on sporting opportunities (Mid Sussex Schools Sports Partnerships)	Sport and Healthy Lifestyles Officer	M	2011/12
	Support local museums in local events such as Arts Gigantic and the Cultural Olympiad	Arts Development Officer	M	ongoing
	Monitor and update the Active Places website and providing a link to the Sport England website on the Council's own site.	Community Services and Culture	H	2009/10
	Work with the Council's Leisure Operator to develop on line systems that provide access to information and booking facilities	Leisure Client Officer	H	2009/10

	Continue to contribute to the working group to coordinate and secure an international Olympic Team to use District facilities for the purpose of promoting interest and participation in sport	Sports and Healthy Lifestyles Officer	M	2009/10
	Provide suitable space for a local museum/collections/exhibits to generate interest in the arts and culture within Burgess Hill.	Community Services and Culture	M	2012/13
	Undertake an audit of school facilities to establish the levels of community access and the activities undertaken at each site and upload to Active Places	Community Leisure Officer	M	2010/11
	Evaluate the introduction of "free access days" to the main sports facilities to promote the facilities and services provided.	Leisure Client Officer	M	2010/11
	Facilitate the growth of the Exercise Referral scheme (TERMS) throughout the District by increasing awareness amongst health professionals.	Sports and Healthy Lifestyles Officer	H	2010/11
	Developing a relationship with the local Job Centres to assist the long term employed get back to work through the use of sports, arts and cultural activities and programmes.	Community Services and Culture	M	2011/12
	Work with West Sussex County Council (Arts Service) to encourage the staging of significant county and regional cultural events	Arts Development Officer	M	2012/13
	Provide support to West Sussex in marketing and the promotion of local heritage to residents and visitors	Arts Development Officer	M	2011/12
	Work with West Sussex County Council to improve the marketing, information and promotion of cycle paths across the District. and water sport centres within or adjacent to the District	Community Services and Culture	M	2011/12
	Work with commercial organisations to improve the marketing, information and promotion of water sport centres within or adjacent to the District	Community Services and Culture	M	2011/12
Promote the benefits of sport, physical activity, arts and culture	Develop a marketing plan for the promotion of physical activity, sport and arts and cultural activities in the District.	Leisure and Sustainability	H	2010/11
	Evaluate the introduction of an annual awards programme to encourage participation, volunteering, coaching in conjunction with the County Sports Partnership and new Community Arts Network.	Sports and Healthy Lifestyles Officer	L	2012/13

	Address "lack of motivation" barriers by increasing awareness of the benefits of arts, culture, sport and physical activity	Leisure and Sustainability	L	ongoing
	Develop and promote the new initiative "Participate Mid Sussex" to increase awareness of arts, cultural and sport activities in the District	Community Services and Culture	H	2010/11