

Tendring
District Council



Sport and Activity Strategy for Tendring

2024 – 2028

FOREWORD

Tendring has a stunning coastline and an attractive rural landscape that makes it a desirable place to live for our 145,000 residents. The benefits of living by the sea in a clean and healthy environment are well documented and make our district special in many different ways.

We know that regular activity improves general health and wellbeing, and helps to combat many serious medical conditions such as heart disease, diabetes, strokes and obesity. Engaging in activity at any level, individually or collectively, will benefit mental health, improve self-esteem and reduce social isolation.

Sport can be a significant force for good and, particularly for our young people, being part of a club or an organised activity can support the development of many life skills, ambitions and self-confidence. There is also clear evidence linking sport to the development of civic pride and a reduction in crime and anti-social behaviour.

The population of Tendring is generally stable in respect of 35-54 yr olds but will show a continuous increase in persons aged 65+ over the next two decades. With nearly a third of the population in this age group, the challenge for this strategy is to consolidate provision as it stands whilst encouraging more people to be more active more often. Thus it will play a critical preventative role in reducing health inequalities and the maximisation of health and wellbeing for all residents.

The Council is in discussions with health partners about an aspiration to create a new state of the art Active Wellbeing Centre in the area. The Centre would include health and leisure facilities together in one place and act as a central hub linked to others across the district. Progress will be subject to funding agreements with our partners, but we believe developing plans for this new combined approach is the best way forward for our district. We would review the current facilities in the light of this new development to put the whole leisure estate on sustainable financial footing.

Whilst it is evident that engagement in sport and leisure activities produces undoubted benefits for the population, our district has historically low levels of participation. A Sport England 'Active Lives Survey' showed that 36% of the population was considered to be inactive – achieving less than 30 minutes activity per week – which is above the regional and national average of approximately 28%.

The aim for this strategy is to provide a framework for access to facilities and opportunities for activity across all age groups. It will seek to integrate internally with other council policies and strategies – particularly the Health and Wellbeing Strategy - whilst also recognising the influence of external organisations, such as Sport England, National Governing Bodies, and Regional Health Authorities. It will recognise that Sport, Physical Activity and Health and Wellbeing are all inextricably linked and strive to provide overall active wellbeing outcomes for all of our residents.

Maintaining sustainability and affordability will be critical considerations in any delivery plan. The strategy will also need to address some of the barriers to localised community provision in our more rural areas. This will be achieved by creating active environments at a local level, utilising council and community assets to support our dedicated sport and physical activity facilities. At a basic level the foundations for a

healthy lifestyle can be set by encouraging active travel across and around our district – walking, cycling and running are simple activities that will benefit from improved access and opportunity to participate.

Development and delivery of the strategy will require a wide range of partnership working with our colleagues in the public sector and active support for the many networks of selfless volunteers we are lucky to have in Tendring.

Working with health partners and organisations will help us to develop a joined up approach to health and wellbeing whilst addressing some of our collective financial challenges. The Tendring Health and Wellbeing Board has been the spearhead for significant success over recent years and a continuing move towards a more seamless approach could lead to improvements across a number of health indices, a reduction in waiting times for primary care and a healthier district.

This strategy is a statement of intent and signals a different and radical approach to the provision of sport and leisure facilities; the ambition to improve health outcomes for our residents and extend the opportunity for wellbeing are the driving forces that underpin this approach. The strategy will be organic and flexible, evidence based and responsive to the needs of place and community.

I want every resident to be able to pick up a copy of this strategy and feel like they are included and represented by our objectives. We want to deliver outcomes that lead to more opportunities for our residents to become more active, with an improved quality of life.

**CLLR MICK BARRY
PORTFOLIO HOLDER FOR LEISURE & PUBLIC REALM**

INTRODUCTION: WHY DOES THE DISTRICT NEED A STRATEGY FOR SPORT AND ACTIVITY?

Tending is rich with quality sports clubs, inclusive activity programmes and sports facilities in key conurbations. Despite this, the district has fewer active people (53.7%) than both the national average (60.9%) and regional average (60.2%) as identified by the latest Active People Survey undertaken by Sport England. The percentage of the population considered to be inactive in our District is 36.2%. This is above both the regional average (28.2%), and the national (27.5%) average.

Although there is no one definite answer as to why activity levels in the district have been historically low, this strategy covers some of the potential barriers and reasons for this. This includes, but is not limited to; age profile, transport barriers, employment, and pockets of deprivation around the district.

Research by the Department of Health demonstrates that increasing activity levels will contribute to the prevention and management of over 20 health conditions and diseases, including coronary heart disease, diabetes, certain types of cancer, positive mental health and weight management.

Inactive and unfit people have almost double the risk of dying from coronary heart disease. The latest health profile highlights a number of conditions where Tending falls below the national average. Of these conditions, there are a number where increased physical exercise could have a significant positive impact on the health, wellbeing and quality of life for local people.

Through increased participation in physical activity levels in the district, there is a real prospect that local health statistics could be improved with enhanced life outcomes and expectancy levels for local people. Facilitating a balanced activity programme, with a well thought out mix of formal and informal activity which meet the needs of local people, could have a significant impact on participation. As sedentary lifestyles are a proven contributor towards poor health, this could support improvements in local health and wellbeing outcomes.

Participation in sport can be increased by facilitating a balanced and well thought out strategic programme, with a mix of formal and informal activity designed to meet the needs of local people. Encouraging low levels of physical activity can also contribute significantly towards reducing social isolation - Tending has one of the highest proportions of older populations in the region who are especially vulnerable to this. Research by the World Health Organisation suggests that loneliness can be as damaging to health as smoking and empowering our communities to develop, sustain and expand sport and activity clubs could result in significant impacts. This can include a feeling of belonging, wider integration and feeling valued together with opportunities for volunteering and all the opportunities and benefits that brings.

The Department for Culture, Media and Sport affirm that the HM Prison and Probation Service (HMPPS) support a vision for the role of '*sports-based interventions in tackling and reducing crime and preventing contact with the criminal justice system.*' Increasing opportunities for young people to become more active can lead to positive social outcomes and sport is a recognised diversionary activity which has the power to educate about team

dynamics and how work ethic and endeavour can improve life chances and quality of life. Working with local clubs and organisations and encouraging more people to use local facilities has the potential to decrease antisocial behaviour and pathways to crime in our communities.

It is important that this strategy is mindful of the Council's Local Plan and changes in local populations which will occur as a result of development in the district in the future. An expansion of the population will require consideration of additional means for residents to become active. Recently produced Playing Pitch and Indoor Sport Strategies to support the revision of the Local Plan are key documents in informing this strategy and the accompanying delivery plan. This will also impact on the ability for residents to become '*active where they live*' and consideration to appropriate play areas and free to use activity spaces will need to be considered for new and expanding housing developments.

Many local people take advantage of the activity offer available at the Council's three sports facilities at Clacton, Dovercourt and Walton on the Naze. Those facilities experience in excess of 600,000 visits per year. This includes pre-paid members who use their facilities several times per week, club members whose regular weekly activities have a home at one of the sites, such as Martial Arts, Swimming and Football, and residents of all ages learning to swim both as a life skill and as an important part of living in a coastal community. Operating leisure centres is a significant financial challenge for Local Authorities, with rising subsidies over recent years in terms of rising energy costs and increasing service costs through inflation and cost of living. In respect of these significant challenges and substantial investment required on ageing stock, the Council needs to consider what public Sports Facility offer can be provided and sustained into the future. Consideration can be given to different ways of working, including developing the wider community offer for sport and activity and extensive partnership working with other organisations, to improve local health outcomes. This could have the benefit of both providing improved services to residents and a more financially sustainable model and resilience.

The approved budget to run the Council's sports facilities in 2023/24 is £1.056m, as approved by Full Council. In addition, there are further internal recharges of £491,490 accounted for against the cost of running these facilities. The social value the sports facilities provide to the wider community should also be noted, however. Using figures derived from Sport England's 'Moving Communities' platform, it is estimated that Clacton Leisure Centre, Dovercourt Bay Lifestyles and Walton on the Naze Lifestyles provide over £3.5m in social value across physical and mental health, individual development and social and community development.

Subject to funding being sourced and identified, there are a number of proposals for delivering this strategy, including developing activity hubs around the district, to complement the Council's built facility offer. In addition, this strategy seeks to work with partners and open up more opportunities for local people to become active 'where they live'; which will support Tendring to become a more active, healthier community and further improve the quality of life in our wonderful district.

With Local Authorities under increasing financial pressures and vastly competing priorities, it will not be possible for the Council to fund all the proposed actions in this strategy. Adopting a delivery plan, however, will ensure the Council and other partners are able to maximise

opportunities from emerging external funding and developer contributions, as they become available. The adoption of a delivery plan will ensure the Council and partners can move quickly in making cases to funders, and that there is a considered, evidence based plan to support any applications to funders to maximise our chance of improving active lives in the district, and to reap the wider benefits of improving health inequalities, wellness and all round quality of life.

TENDRING COMMUNITIES AND PEOPLE

Tendring has an expanding population and the 2021 census shows that the district increased in size by 7.3% to 148,100 residents since the previous survey in 2011.

The Tendring population is much older than the national average, with 29% of residents aged 65 or over compared to only 18% nationally. Within 20 years, it is forecast that a third of the district's population will be over 65 years of age. Any delivery plan needs to be mindful of the older population and ensure activities and facilities are designed to support this significant portion of the population in becoming and/or remaining more active. Future investment decisions should include consideration of those over 65 years of age.

There are some areas in Tendring with significant deprivation and 28% of Tendring's neighbourhoods (so called Lower Super Output Areas, or LSOAs) are in the most deprived 20% nationally. Only 4.1% of residents live in the three least deprived groups, which compares to an average of c.30% in other areas. The average salary for working people in Tendring is £31,194.80, which is 6.56% lower than the UK average. In terms of those residents out of work, in January 2022, there were 4,345 people in Tendring claiming out of work benefits; this represents an increase of 19.5% when compared to March 2020 (3,635).

Tendring has received significant Government funding under the banner of Levelling Up, which will result in investments being made into key locations, such as Town Centre improvements, Skills Hubs and new housing over the coming years. This strategy should be mindful of price being a potential barrier to sport and activity and consider how this can be addressed.

The district has the East's joint highest proportion of residents who are identified as being disabled. Accessibility should be considered a key driver for this strategy, both in terms of physical opportunities for residents and training/skills for those delivering sport and physical activity sessions in our area.

The Tendring Local Plan supports improvements to local walking and cycling infrastructure and recognises the importance that *'developments are well located in relation to existing walking and cycling networks, and where appropriate provide enhanced facilities.'* Through this strategy, the Council will consider how improvements to local infrastructure can be both identified and funded. Working with groups such as the recently founded 'Cycling and Active Travel Strategy Group', ECC as the Highways Authority and other key partners, the Council can consider how funding can be identified. This will build on opportunities which exist in our coastal and rural environments and extend active communities such as the successful parkruns in Clacton and Dovercourt.

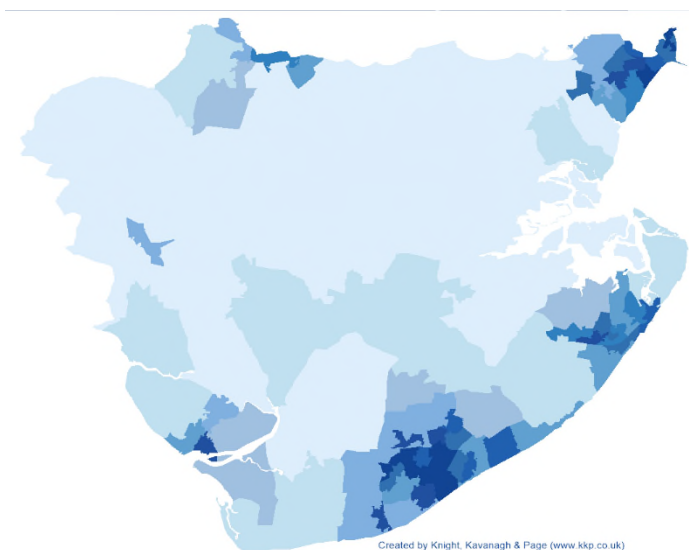
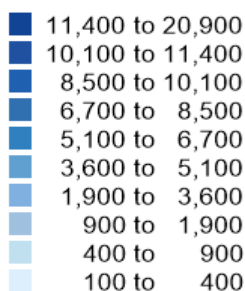
The most popular activities for Tendring residents are fitness (23.7% of residents) and cycling (14.7% of residents). The Council's built facilities will have a significant impact on those who use fitness facilities now and subsequently in the future. Tendring has a wonderful natural environment for fitness activities, including 36 miles of stunning coastline and attractive rural locations. Together with local leisure facilities, there has been an apparent expansion in the number of outdoor groups operating fitness sessions in the district. The following table shows the top 5 sports in the district:



The map below illustrates how the main population densities in the district are focussed in the coastal communities around the district. Consideration needs to be given to how rural communities are best served and facilitated to become more active. Further to this, investment decisions should be informed by the catchment areas to ensure facilities provide a sound return on investment, in terms of financial and social outcomes.

Tendring

Population density per square mile



The impact of sport and activity on life satisfaction should not be underestimated. The social value indicator for ‘subjective wellbeing’ from users of the Council’s sports facilities show the financial benefit as around £1.9m per year. This demonstrates that as well as the personal satisfaction and improved outlook for those participating in sport and physical activity, there is also a measurable financial benefit to the local community.

A recent consultation exercise, undertaken in the summer/autumn of 2023 for the production of the Council’s Corporate Plan, was insightful when referring to subjects which inform the production of this strategy. 11.7% of those who took part in the consultation believe in creating ‘more indoor and outdoor leisure and maintain existing sites’. Although it would not be practical or affordable for indoor built facilities to be developed close to all residential locations, this strategy sets out opportunities for residents to be ‘active where they live’ through a variety of projects and interventions. Furthermore, residents wanted access to

healthcare as a priority, which could be improved with explorations by the Council and partners into **considering the viability for an Active Wellbeing Centre** – as set out in the action plan.

It is important to note that the diversity of the district needs to be considered when developing the delivery plan which supports this strategy. Changes to current service provision as a result of any reviews will be subject to Equality Impact Assessments.

CASE STUDY

Active 4 Life

The Council runs a successful 'Active 4 Life' group at Clacton Leisure Centre, which attracts around 300 visits every week. This includes instructor led fitness sessions, racquet sports and use of the fitness suite. The sessions culminate with a drink and opportunity for socialising. In addition to this, the group organise their own social programme, which includes visits to attractions and holidays.

Skate Park

The Council opened a new concrete construction Skate Park in August 2023 adjacent to Clacton Leisure Centre. This is free to use and accessible to residents of all ages. The Council worked with young people and a local skate park user group to develop the site. The group even wrote a passage which was included in the tender documentation for construction, demonstrating community involvement and pride in place.

HEALTH AND ITS RELATIONSHIP WITH SPORT AND ACTIVITY

Tendring has the highest under 75 mortality rate, at 388 per 100k population, in Essex. In 2021, 43.5% of Tendring residents described their health as "very good", which was an increase from 42.0% in 2011. Those describing their health as "good" fell from 35.9% to 35.2%. The proportion of Tendring residents describing their health as "very bad" remained 1.5%, while those describing their health as "bad" was 5.1% (similar to 2011).

The total annual cost to the NHS of physical inactivity for the NHS Northeast Essex Clinical Commissioning Group (CCG) is estimated at £3,106,290. When compared to regional and national costs per 100,000, the total costs for the CCG (£936,027) is 16.1% above the national average and 13.2% above the regional average.

As referred to previously, Tendring falls below the national average in a number of health conditions, which increasing access to higher quality and more accessible sport and activity could improve:

Type 2 diabetes - This is a long-term (chronic) condition that is caused by too much glucose in the blood. Inactive people are more at risk of developing type 2 diabetes, making physical activity a good way of helping to control the level of blood glucose.

Coronary heart disease - This occurs when your heart's blood supply is blocked or interrupted by a build-up of fatty substances in the coronary arteries. People who exercise regularly have a lower risk of developing coronary heart disease.

Stroke - This is where the brain's blood supply is interrupted. People who are active have a lower risk of having a stroke.

High cholesterol - This occurs when a fatty substance, known as a lipid, builds up in your blood. Like hypertension, high cholesterol is a major risk factor for heart attack and stroke and can be reduced or prevented with exercise.

In Reception Year at school, 11.7% of children in Tendring are considered obese and 16.6% overweight. By Year 6 these figures rise to 20.6% obese and 13.6% overweight. In total by Year 6 a third of children (34.2%) are either overweight or obese. Consideration should be given to early interventions to support a decrease in these statistics.

In their 2021 strategy, 'Uniting the Movement', Sport England set out that '*Sport and physical activity has a big role to play in improving the physical and mental health of the nation, supporting the economy, reconnecting communities and rebuilding a stronger society for all.*'

Tendring shows a greater prevalence of mental health challenges and in most cases a greater prevalence than the England average. The social value indicator for 'physical and mental health' for users of the Council's sports facilities show the financial benefit as over £700,000 per year. This represents the savings accrued by local health services as a direct result of those Leisure Centre users being active. And this is just for users of council facilities. Increasing participation will reduce the cost of local health services and take some pressure off primary care services.

In their 2023/24 annual plan, the Essex Health and Wellbeing Board set out the following:

'We will work with all system partners to optimise the integration of health and social care, including community-based solutions, hospital avoidance, hospital discharge and reablement services.'

This lends itself to considering even closer working relationships with partners, to improve access to health services, both primary care and alternative options for local people.

In 2023, Sport England produced a new strategy to address the challenges faced by Local Authorities and other providers, in maintaining the national sports facilities stock (Future of Public Leisure). This sets out the case for moving towards seamless partnership working between Local Authorities and Health Providers, together with other significant partners, to move transition from traditional leisure services to a focus on active wellbeing. Subject to the outcome of a feasibility study, this has the potential to become more financially sustainable for all partners, whilst tackling the wider health implications for local people. The strategy claims that this would 'create a closer relationship between health and leisure, built on social prescribing, co-location of services and the delivery of preventative activity opportunities' – providing users with convenient places and ways to be active, located in close proximity to other health and social care services and facilities.

Consideration could be given to how the Council addresses the sustainability of its current sport facilities stock in respect of the direction suggested in this Sport England report. This could have a significant impact on the health of local people and continue pursuing the upward trajectory of local health data.

CASE STUDY

Back to Health

The Back to Health scheme was funded by the Council as a one-off project and involves residents being referred by their GP, practice nurse, physiotherapist, or a social prescriber for one of the following criteria:

- Hypertension
- Heart Disease
- COPD
- Musculoskeletal
- Long Covid
- Controlled Type 1 and 2 Diabetes Coronary Disease
- Stroke
- Cancer
- Cancer Rehabilitation
- Obesity

Participants receive a free one-to-one consultation, plus further reviews as required, and a structured Fitness Programme.

The course duration is 12 weeks and, if successfully completed, participants receive 1 9-month subsidised membership giving access to all activities at any TDC Sports Facility.

215 people have been referred to the BTH scheme since it started. These include Cardiac Rehab referrals who are referred by the hospital clinical team. There are 2 sessions, one for those who have completed the scheme but want to continue to attend for a small fee of and one for those who are currently working their way through their funded sessions.

Customer feedback:

Customer 1:

"I had never set foot in a gym before my heart attack. I now try and attend Monday to Friday. I am very aware that improving my fitness as I have, has lowered my risk factors significantly for having a second event. Coming to the gym gives me a good reason to get up and out!"

Customer 2:

"I started to attend My Weight Matters and got my diet on track. I was then referred to the gym by a Social Prescriber and it has changed my life so much. My health has improved and I have so much more energy. I have dropped from 20 to 15 stone!"

TENDRING ACTIVITY LEVELS

Opportunity for local people to be active has been challenged since early 2020. The Department of Culture, Media and Sport report that *'recent years have seen unprecedented challenges for sport and our ability to be active. The pandemic and ongoing financial challenges around the cost of living have had a huge effect on all of us, including on the sport and physical activity sector and its workforce.'*

Tendring has historically low physical activity levels, compared with the County, Regional and National averages. This is emphasised by the following statistics:

- **Residents completing less than 30 minutes a week of activity**

Tendring District: 29.8% inactive (measured over the last 3 years)

Essex: 24.9% inactive

- **Residents completing at least 150 minutes of activity per week**

Tendring District: 56.3%.

Essex: 62%

- **Increase/Decrease in activity levels**

Tendring District: Between 2017/18 & 2018/19, there was a decrease in people being active by 2.4%

Essex: Between 2017/18 & 2018/19, there was an increase of people being 1.1% within the same period of time.

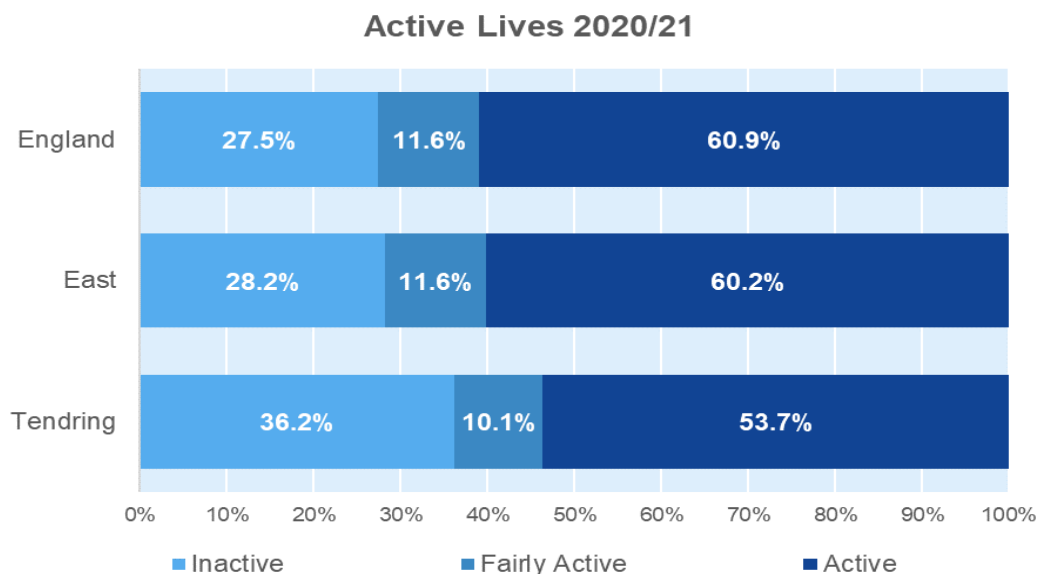
Tendring District: The 'fairly active' group decreased in 2019/20 by 6.8%

Essex: fairly active group decreased in 2019/20 by 1.6%.

Note: Fairly active is a person who achieves between **30-149 minutes per week**

In an area with challenges in terms of pockets of deprivation, transport links and historically low participation rates, this strategy should be mindful of price points and location as barriers to participation. Through this strategy the Council should therefore consider how to address these barriers, such as increased free to use facilities, a considered pricing policy for activities and supporting residents to be 'active where they live.'

Sport England data shows that there is a large disparity in activity levels between deprived communities and more affluent areas. Tendring has areas facing significant deprivation, including the most deprived ward in the country. The Council, working with partners, has already delivered a pilot community-based free bike scheme (Pedal Power) that has been set up in Clacton, Jaywick Sands and Harwich/Dovercourt. As the cost of a bike is a key barrier to some residents, around 1200 bikes have been given away to residents to support them to become more active. This has a further benefit of opening up opportunities for work and skills travel. The Council will continue to consider how improved opportunity can be provided to residents in these locations and how they can be supported to participate in regular sport. Through this strategy, it is inspired to develop more free facilities for young people, better infrastructure to enable more activity.



In excess of 600,000 visits are made per year to use the Council's sports facilities and of that number, there are around 5,050 pre-paid members who are more likely to attend more frequently. Following the re-opening of council sports facilities when national restrictions were lifted during the Covid-19 Pandemic, membership prices were reduced to account for limited access to facilities. As the number of members increased during that period, the price reduction of 25% (implemented during the Covid-19 pandemic) has been maintained with huge success. In fact, compared with pre Covid numbers, the amount of members has more than doubled from around 2266 in February 2020 to the current levels.

Consideration can also be given to organising and facilitating local events to inspire more people into sport and activity. The Council has worked with partners to reintroduce the Tour de Tendring in 2024, which can attract a significant number of riders taking part. This will include a shorter family ride to introduce the enjoyment of cycling to a younger generation of local people. A wider sport related events programme can continue to draw more people into sport and an innovative programme can also have an added economic benefit, where visitors are attracted to the area. This could include such activities as Beach Volleyball and Rugby tournaments and working with water sports organisations to facilitate events on our coastline.

Tendring is part of the Essex Local Delivery Pilot (LDP), selected by Sport England as one of 12 nationally. This scheme tests new and innovative approaches that can go on to inform delivery of sport and activity across the country. LDP has introduced schemes such as Essex Pedal Power, providing local people with free bikes, gamification activities like Beat the Street and a grants programme for local clubs and organisations.

CASE STUDY

Beat the Street and Street Tag

The Local Delivery Pilot funded gamification activities in Tendring, to test whether this improved levels of activity with local people. Gamification is the use of technology to turn walking, running, or cycling around a local community, into a game. Beat the Street attracted 2,817 players in Harwich and Dovercourt out of a population of 18,000, and the players walked, jogged, and cycled an incredible 35,166 miles.

TENDRING GEOGRAPHY AND TRANSPORT

Most of the district's population is concentrated in coastal communities including Clacton on Sea, Harwich and Dovercourt in the north, Walton on the Naze, Frinton on Sea, Manningtree and Lawford, and Brightlingsea. There is also a significant rural community who are not served by strong road and other transport networks. Due to the Tendring geography, residents may have challenges in accessing sports facilities outside of their area – particularly if they do not have access to a car. Through this strategy, a partnership approach towards finding innovative ways to provide alternative forms of activity and access to facilities managed by schools, community groups etc. should be identified.

If everyday journeys such as travelling to work, school and local services can be carried out by bike, walking or running, this can build a strong element of activity sustainability into weekly routines. Active Travel improvements around the district could be a key enabler for improved activity levels.

As a key area of focus, Jaywick Sands, like many coastal towns, suffers from poor access to leisure and cultural activities. The Jaywick Sands Place Plan sets out that *'with one road in, no train station and very limited bus services, locations which are not far away geographically can take a long time to reach by public transport.'*

A new cycle route from Jaywick Sands to Clacton on Sea opened in 2023, which included lighting, a new asphalt cycle track and improved wayfinding. This will have the benefit of improving connectivity between the two towns and opening up further access to employment and local services.

Cycling and walking are key to local people being active, but there may be barriers to activity for more inexperienced cyclists due to poor infrastructure. If opportunities for cycling are to be expanded in the district, consideration would need to be given to how this investment can be made. Working with landowners could be a way of unlocking more cycle routes, for example through utilising agricultural land. This could also support the visitor economy and the expanding market for active tourism. Essex Pedal Power is one of the flagship programmes of the LDP and has been operating in the district for a few years. The scheme provides FREE bikes to residents in Tendring's most disadvantaged communities, to significantly increase cycling, active travel and physical activity levels. Consideration as to how more access to bikes can be afforded through this strategy and importantly, safe routes can be improved and installed in key locations around the district.

The Active Essex, Fit for the Future Strategy lists 'Active Environments' as a key objective in encouraging more residents of the county to become active. The strategy sets out that:

'We must design physical activity into buildings, parks, green spaces, coastal paths, and streets. It is essential that active environments meet the specific needs of the people who live there to foster pride and enjoyment of where people live.'

Consideration can be given to opening up more stretches of the district's seafront to cycling. This has its challenges in facilitating shared use with pedestrians and mobility scooters, but a pilot in Dovercourt Bay with a designated cycle lane has been successful.

Furthermore, improving active travel infrastructure and accessibility around the district could lead to an upsurge in cycling and walking participation. There may also be an opportunity to work with rural landowners to improve access to country routes in the district.

TEST CASE

Essex Pedal Power

Since launching the scheme in Clacton and Jaywick Sands there is an average of:

- 1,130, cycle rides
- Between 8 and 9 cycle rides per rider
- 2.4km cycled each trip, per rider

Statistics show that riders have increased their life satisfaction score, decreased their anxiety score, and significantly decreased their car journeys.

Since June 2021, Essex Pedal Power has been giving out free new bikes to eligible residents in Clacton and Jaywick, and launched in Harwich in Summer 2023. These distinctive orange bikes can now be seen being ridden all over Tendring, as riders enjoy the benefits of keeping fit and enjoying the countryside. For some a new bike means a way to get active, for others it could be the only way they can get to work or visit family. But for one woman, getting an Essex Pedal Power bike transformed her life.

Raeanne Williams, 26, first heard about Essex Pedal Power Clacton and Jaywick through her work in the charity sector. After striking up conversation, Raeanne, who lives in Clacton, found she was eligible for a bike and shortly after receiving it, she noticed a huge difference in her life. In fact, she was so pleased with the difference it was made she applied for a job at the Colchester Essex Pedal Power in Greenstead, which opened this Summer, to become part of the project and help others like her.

CONCLUSIONS

- Activity Levels in Tendring are lower than the national and regional average.
- Health Indicators in Tendring are lower than the national and regional average, but the latest summary shows an improving position.
- Mental health statistics in Tendring are worse than the national average.
- Evidence suggests that price is a barrier to sport and activity in the district.
- Evidence suggests that accessibility through transport in the district is a challenge for local people.
- There is an older population in Tendring compared with the national average and this is increasing as an overall proportion.
- The population of the district will expand over the coming years with significant housing development planned to the west of the district and in the wider Clacton area.
- There is a strong sports club ethos in the district, in a variety of sports.
- Local cycling infrastructure is poor in comparison to other locations.
- Similar to many areas, Tendring has an ageing sports facility stock and consideration should be given to how this can be addressed, to improve sustainability and quality.

- ✓ Consideration should be given to providing a wider spread of opportunity, so residents are able to be 'active where they are.'
- ✓ Consideration should be given to providing more 'free to use' facilities in the district.
- ✓ Consideration should be given to improving local cycling and walking infrastructure to increase activity. This may also result in wider economic benefits.
- ✓ Consideration should be given to ensuring older residents have access to activities.
- ✓ Consideration should be given to how this strategy can inform decision making for future developer contributions, particularly where populations will be expanding.
- ✓ Consideration should be given to increased partnership working with health partners to further improve local outcomes.
- ✓ Consideration should be given to options for sustainability at the Council's three sports facilities.
- ✓ Consideration should be given to working with partners towards providing age specific activities.
- ✓ Consideration should be given to working with sports facility/landowners around the district, with a view to improving access for local people.
- ✓ Consideration of commissioning a feasibility study on the future of the Council's sports facilities should be considered. This could include options for sustainability and partnership working with health partners.
- ✓ Consider how delivery of this strategy can be resourced, through partners, sports clubs, local organisations and external funding sources.

SCOPE OF THE STRATEGY

Following the conclusions drawn above, it is important to define the scope of this strategy to ensure there is a key focus for delivering strong outcomes. The high level strategic objectives within this plan will inform a detailed delivery plan to set out the actions to be taken to achieve successful outcomes.

The following overarching objectives are therefore considered to be the drivers in developing this strategy:

1. **Support improvement to Tending wide health outcomes.**
2. **Improve quality of life for all local people through activity and participation.**
3. **Long term sustainability & quality of sports facilities and wider community offer.**
4. Ensure every resident **has the opportunity to be** included in sport and active wellbeing.

Sustainable improvement will only be effective through partnership working and input from local people.

VISION

“To support an increase of activity levels in Tendring on a sustainable foundation, to improve health outcomes and quality of life for **all** local people.”

MISSION STATEMENT

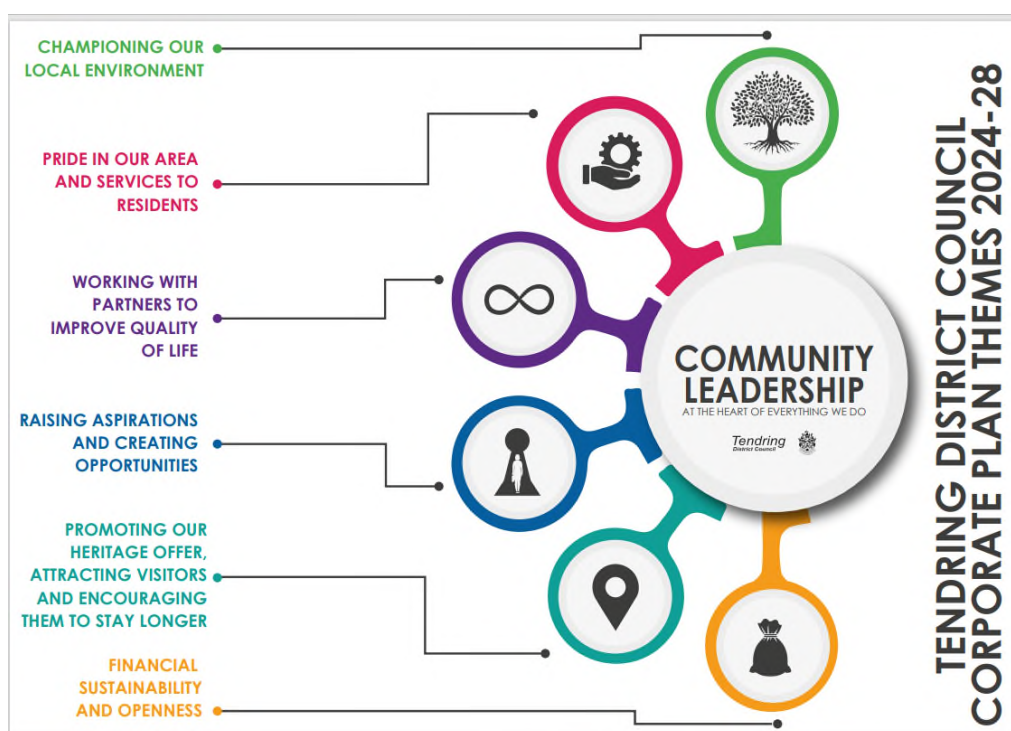
“To work with local people, **communities** and partners to improve opportunity for all residents to increase participation in sport and activity throughout the district and provide more opportunities for residents to become more active.”

THE CORPORATE PERSPECTIVE

How can the Sport and Activity Strategy contribute towards the Council's Vision?

This strategy has the potential to impact on a number of corporate objectives. If resources are focussed appropriately, a supporting delivery plan can effectively impact on improving the lives of residents and sustaining council services.

The Council's newly adopted Corporate Vision is set out below:



Delivering aspirations from this strategy will impact on the following strands of the vision:

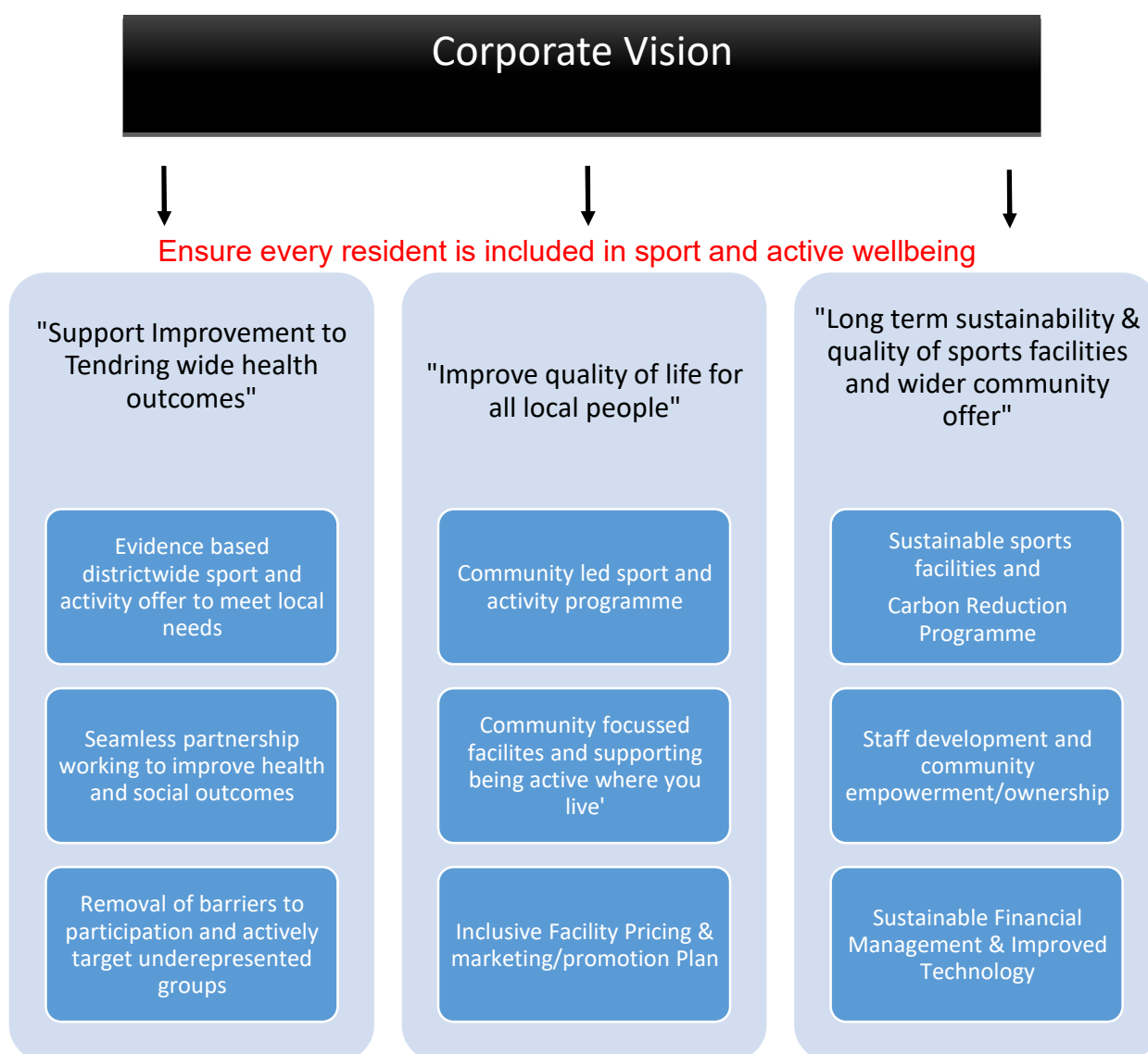
- Pride in our area and services to residents
- Raising aspirations and creating opportunities
- Working with partners to improve quality of life
- Financial sustainability and openness

Finance

A strategic approach to financing the delivery plan will need to be considered and prioritised, based on emerging opportunities. This strategy can unlock potential for Section 106 monies to be allocated towards Sport and Activity facilities, together with an evidence base for external funding opportunities.

THE STRATEGIC OBJECTIVES

The Tendring Sport and Activity Strategy will focus on supporting a higher proportion of residents to be **active to improve quality of life**, increase the number residents who are **regularly active** and ensure the foundations for those priorities are **sustainable**. The 12 strategic objectives set out below will underpin this plan, and all deliverable areas of focus and projects over its lifetime will be focussed on achieving their outcomes. The plan is informed from the conclusions reached in this strategy and will involve input from local people, organisations and voluntary groups around the district.



EVIDENCE BASED DISTRICT WIDE SPORT AND ACTIVITY OFFER TO MEET LOCAL NEEDS

The Council will actively work with local people, communities and key partners to ensure more local people have access to sport and physical activity opportunities. Together with continuing to provide traditional and mainstream sports through the council's sports facilities and local sports clubs, it should be recognised that more informal activity might be more appealing to significant areas of the population, due to a wide range of factors, including age, access to transport and levels of deprivation.

Key areas of focus will be:

- Using research available, work with communities and key partners to identify priority facilities and activities for local people.
- A varied and continually evolving activity programme at the Council's sports facilities
- The formation of 'activity hubs' on the land surrounding each of the Council's sports facilities, in Clacton on Sea, Dovercourt Bay and Walton on the Naze
- Working with clubs and community groups to provide both traditional and informal activity sessions around the district

EVIDENCE BASED DISTRICT WIDE SPORT AND ACTIVITY OFFER TO MEET LOCAL NEEDS – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Outreach Programme	Develop a new outreach programme in targeted geographical areas around the district.	£10,000 All new sessions should be financially sustainable and cover costs. Prime funding may be required and a 'settling period' can be designated to reach breakeven.	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.
SHORT TERM	Support organisations and local people to improve access to sports facilities	Work with sport facility owners in the district to open up more opportunities for local people to access. This will include schools, village halls and other facility-based provision.	£120,000 over two years to employ a Sport in the Community Manager* *Note: this role is repeated through this action plan	This will be funded from vacant posts within the Council's sport facilities establishment and the dedicated strategy budget (subject to prioritisation with the Portfolio Holder).

SHORT TERM	Complete priority facility and activity plan for the district	Consult and work with communities and local people to develop priority new/improved facilities and activities for each area of the district. Use evidence from PPOSS, IBF to inform the outcome.	£120,000 over two years to employ a Sport in the Community Manager* *Note: this role is repeated through this action plan	This will be funded from vacant posts within the Council's sport facilities establishment and the dedicated strategy budget (subject to prioritisation with the Portfolio Holder).
SHORT TERM AND ONGOING	Sport Events Programme to encourage more residents into activity	Facilitate more sports events in the district, to encourage a wider participation and entry into new activities: <ul style="list-style-type: none"> • Tour de Tendring • Beach Volleyball • Beach Rugby Multi Sports Beach Festival	£20,000 of prime funding	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.
MEDIUM TERM	Artificial Pitch, Dovercourt Bay Lifestyles	In partnership with local sports clubs, explore options for the multi-sport artificial pitch facility at Dovercourt Bay Lifestyles. This should meet the needs of local communities and maximise use and financial sustainability.	£350,000	This will require external funding
MEDIUM TERM (dependant on demand)	Playing Pitch and Outdoor Sport Strategy	Work with National Governing Bodies, Sport England, Sports Clubs and other council services to increase access to outdoor sports provision. Use	£120,000 over two years to employ a Sport in the Community	This will be funded from vacant posts within the Council's sport facilities establishment and the

		<p>the PPOSS as the evidence base.</p> <p>Link to wider action in strategy</p>	<p>Manager*</p> <p>*Note: this role is repeated through this action plan</p>	<p>dedicated strategy budget (subject to prioritisation with the Portfolio Holder).</p>
MEDIUM TERM	Activity Hubs	<p>Build on the active facilities which surround the Council’s sports facilities at Clacton, Dovercourt Bay and Walton on the Naze. Developing a range of free to use and high quality paid for facilities on land surrounding the sports facilities, will increase opportunity, create destination locations and centres for local people to become active.</p>	<p>The cost will be dependent on the facilities considered (some of which are set out in this delivery plan).</p>	
LONG TERM	Accessible Pump Track	<p>Work with partners to explore the ambition for a new accessible and inclusive Pump Track in the district.</p> <p>A feasibility study has been completed for this project.</p>	<p>£300,000</p>	<p>This will require external funding</p>

LONG TERM	New free to use Playzones for the district	Explore funding opportunities, including section 106 monies/developer contributions and external funding, to secure two new modern Multi Use Games Areas in the district, e.g. Playzones Clacton Leisure Centre, Harwich and Dovercourt and Walton on the Naze Bathhouse Meadow.	£450,000 (there is potential to secure £337,000 through Football Foundation funding).	This will require external funding and match funding to deliver
LONG TERM	New facilities to support an expanding population on the west of Tendring	Work with colleagues at Colchester City Council to identify new sport facilities provision on the west of the district—through the Tendring/Colchester Borders project.	TBC	Dependent on delivery and based on externally developed Planning Documents.
LONG TERM	Athletics provision	Work with England Athletics and other partners to explore potential and funding opportunities for new athletics provision in the district. This would require identifying a location and funding for such a project and how this could be made financially sustainable.	A feasibility study could be funded through England Athletics. Consideration can then be given to how a facility could be funded	Will require external funding

SEAMLESS PARTNERSHIP WORKING TO ACHIEVE WIDER HEALTH AND SOCIAL OUTCOMES

Work with partners in health, social care and other areas of the public sector to explore how closer working relationships can improve health outcomes and access to primary care for local people. This may include initiatives such as co-location and joint working to improve health and life outcomes for local people.

The key areas of focus will be:

- With partners, explore viability of building a new active wellbeing centre in Tendring to include sport and leisure activities, key health services and other public services such as social care.
- With partners, explore opportunities for more joint working around the district, to develop joined up work programmes for local people.

SEAMLESS PARTNERSHIP WORKING TO ACHIEVE WIDER HEALTH AND SOCIAL OUTCOMES – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT	Consider viability for a new Active Wellbeing Centre in the district	<p>Following receipt of a feasibility study into developing a new Active Wellbeing Centre in the district, work with partner, including those in health and education to consider the viability and next steps.</p> <p>In addition, a feasibility study is to be undertaken on the Council’s sports facilities to put the whole leisure estate on sustainable financial footing</p>	TBC	A feasibility study is to be commissioned separate to this strategy, to inform a viability study with partners.
SHORT	Back to Health	<p>Subject to the review of sports facilities, work with partners to extend the successful Back to Health scheme for a further 3 years. This will improve work to address a number of key health conditions, including cancer rehab and long Covid.</p> <p>Work with health partners to consider a funded role hosted at TDC, to develop a seamless approach between health partners and community sport and leisure.</p>	£70,000 (per annum)	This will require either external funding or a be funded from a dedicated ‘strategy budget’

SHORT AND ONGOING	Essex Wide Partnership Working and Learning	Work with Active Essex and other 2nd tier authorities in the county to challenge current facility provision and make recommendations for improvements and opportunities for greater partnership working.	N/A	Ongoing
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REMOVAL OF BARRIERS TO PARTICIPATION AND ACTIVELY TARGET UNDERREPRESENTATIVE GROUPS

Working in conjunction with the marketing plan we will aim to increase the support for activity levels through removing the key barriers to participation within Tendring; affordability, accessibility and awareness.

Key focus areas will include:

- Explore opportunities for improved transport access to activities and centres
- Inclusive sessions that allow all abilities to attend across the district, such as specialist classes.
- Increase gym induction availability to ensure those requiring additional support to be seen within a week's period
- Work with partners to provide outreach projects within the community to those with participation barriers
- Work with partners and communities to provide improve facilities and activities in key areas of the district
- Revise membership and pay as you go pricing to allow access to those with financial barriers to participation.

REMOVAL OF BARRIERS TO PARTICIPATION AND ACTIVELY TARGET UNDERREPRESENTATIVE GROUPS – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Targeted sessions for reception age children to set a foundation for sport and activity	Work with the education sector and other partners to identify key locations for delivering sessions to reception aged children in the district. Consider how gamification can be introduced on a permanent footing to support this kind of activity.	TBC	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.
SHORT TERM	Targeted Memberships	Subject to the review of sports facilities, pursue external funding opportunities for referred families to access inclusive membership packages at the Council's facilities	N/A	Ongoing
SHORT TERM	Provide/Deliver inclusive classes at all 3 Tendring Leisure Sites	Subject to the review of sports facilities, introduce 'Sport for Confidence' and 'Active for Life' sessions at WONL + DBL. Could the Columbine Centre be used for the dry side activities in Walton?	All new classes will be financially sustainable and cover costs.	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.

<p>SHORT TERM</p>	<p>Outreach projects within the community</p>	<p>Plan and deliver outreach projects such as classes in the parks and the wider Tendring community to increase awareness of the Council’s Sports Facility offering. This will be subject to a needs and demand analysis, ‘<i>Moving Communities</i>’ database and work with local partners.</p>	<p>All new classes will be financially sustainable and cover costs.</p>	<p>This will require either external funding or be funded from the dedicated ‘strategy budget’, subject to prioritisation with the Portfolio Holder.</p>
<p>MEDIUM TO LONG TERM</p>	<p>Improve cycling opportunities</p>	<p>Based on evidence, demand and risk assessment, open up more cycling routes across the district’s seafront locations.</p> <p>Work with ECC to produce a Cycling and Walking Infrastructure Plan, to prioritise new infrastructure for local people to participate in active travel.</p> <p>Work with Active Essex and Sport England Delivery Pilots to increase access to bikes for local people</p>	<p>£10,000, with additional funding provided from partners</p>	<p>This project is funded and ongoing.</p>

COMMUNITY LEAD SPORT AND ACTIVITY PROGRAMME

The Council will work with local people, key partners and community leaders to identify sport and activity priorities for each area of the district and support organisations, clubs and communities to deliver activity for residents '*where they live.*' This will address barriers to activity through transport and, in some cases, due to cost.

Key Focus areas will include:

- Supporting and empowering local communities to deliver activities for local people.
- Work with facility/landowners to provide more opportunity for local people to use sports facilities around the district, which may currently have limited or no access for community use.
- Use the evidence from the Playing Pitch (PPS) and Indoor Built Facilities strategies (IBFS) to inform areas of focus.
- Consult with key partners, local representatives and local people on what they would like to see new and improved provision/activities.
- Consider forms of funding which could be used to develop new facilities/activities, including external funding pots and Section 106 monies.

COMMUNITY LEAD SPORT AND ACTIVITY PROGRAMME – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Develop a priority facility/activity plan for all areas of the district	Using the evidence base gathered to inform the process, consult with partners, community groups and local people to develop a priority plan for new/improved activities and facilities across the district.	£120,000 over two years to employ a Sport in the Community Manager* *Note: this role is repeated through this action plan	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.
SHORT TERM	Develop a funding plan	Seek funding sources to deliver the priority plan, once complete. This could include external funding opportunities and section 106 monies	£120,000 over two years to employ a Sport in the Community Manager *Note: this role is repeated through this action plan	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.

SHORT TERM	Inclusive Access to Sport Clubs grant	Grant Funding for referred children to better access Sports Clubs, where price might be a barrier to opportunity. 'Sports Bank'	10,000 (potential for external funding)	This will require either external funding or be funded from the dedicated 'strategy budget', subject to prioritisation with the Portfolio Holder.
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<p>SHORT TO MEDIUM TERM</p>	<p>Improve Cycling and Walking Infrastructure</p>	<p>Work with landowners to open up more opportunities for cycling and walking networks in the district.</p> <p>Work with partners at Essex County Council to complete a Cycling and Walking Infrastructure Plan for the district. This will identify key locations and new infrastructure to improve access to cycling and walking. Furthermore, it will be a strategic document to identify the needs and demand to attract funding opportunities.</p>	<p>£120,000 over two years to employ a Community Sport and Activity Manager</p> <p>*Note: this role is repeated through this action plan</p> <p>This may require further external support to deliver</p>	<p>This will be funded from vacant posts within the Council's sport facilities establishment and the dedicated strategy budget (subject to prioritisation with the Portfolio Holder).</p>
<p>SHORT</p>	<p>Improve access to developer contributions towards sports provision in the district</p>	<p>Work with Council colleagues to develop an overarching priority list for activity provision in the district, to ensure new sports facilities are considered for s106 contributions in the district</p>	<p>N/A</p>	<p>Ongoing through this strategy</p>

SHORT AND ONGOING	To continue a project pipeline for new sport and activities in the district.	Based on needs and demands and local input, create a full project pipeline sport and activity pipeline for the district. This will ensure opportunities for external funding and developer contributions are informed by a strong evidence base.	N/A	Ongoing through this strategy
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COMMUNITY FOCUSED FACILITIES AND SUPPORTING BEING ACTIVE “WHERE YOU ARE”

The Council will look to utilise activity space throughout its assets across the district in order to increase participation in physical activity. The key focus will be utilising lesser used areas surrounding and within our leisure facilities in order to provide a range of new and varied sporting activities. The new facilities will vary from free to use outdoor fitness facilities to larger scale projects, all of which will encourage and promote local people taking up physical activity.

The key areas of focus will be:

- Using space across the district effectively in order to boost participation in sport and physical activity.
- Identifying little-used facilities within our leisure centres and look to develop these in order to further improve the services we provide.
- Liaising with local sports clubs and identify improvements they would like to see across the district—putting an emphasis on participation at grassroots level.
- Identifying funding opportunities for new facilities and resourcing applications where appropriate.

COMMUNITY FOCUSED FACILITIES AND SUPPORTING BEING ACTIVE “WHERE YOU ARE” – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
MEDIUM TERM	Virtual Classes	Subject to the review of sports facilities, explore options to provide virtual exercise classes at Council run assets and the respective business case for doing so.	TBC	This will require a stand-alone business plan and either external funding or funded from a dedicated ‘strategy budget’
LONG TERM	New Exercise Space	Consider developing new activity spaces through underused council Assets, to include wider activity opportunities and a hub for the local people. Options could include vacant seafront buildings.	TBC	This will require a stand-alone business plan and either external funding or funded from a dedicated ‘strategy budget’
LONG TERM	Options for existing disused Multi-Courts at Clacton Leisure Centre to develop an ‘Activity Hub’	Subject to the review of sports facilities, work with partners to consider options for outdoor hardcourt areas at Clacton Leisure Centre (e.g. Playzones).	TBC	This will require external funding and the possibility of match funding from the Council to deliver.

INCLUSIVE FACILITY PRICING PLAN & MARKETING/PROMOTION PLAN

The Council will review the pricing for all activities, including membership packages and which facilities/activities are included, to ensure memberships are fit for purpose, affordable and futureproof, thereby encouraging more local people to become active within the leisure facilities or open space.

This, in turn, will support the running costs of the centres by generating sustainable income levels – reducing net cost further still. It should be recognised that the centres have recovered and surpassed the membership stats pre-Covid, from the introduction of the 25% discount and changes to the membership operation such as no contract period, flexibility to cancel membership following a modern subscription method, adaptations to advance booking periods and so on.

The Council will review the current Marketing plan inclusive of social media platforms, events and membership offers. Focus will be applied to a larger audience to realise an increased brand/ partnership awareness across the district. The plan will include a detailed outline of brand standards and methods across all marketing advertisement and promotions with a key target to the districts demographics groups with barriers to participation.

Key areas of focus will be:

- To provide quality leisure and fitness facilities at affordable prices
- Maintain a simple membership package offer, along with easy to follow pricing structure inclusive of 'pay as you go'
- To focus on increasing leisure centre attendance levels leading to improved public health, as well as a more financially sustainable service to be able to re-invest back into leisure facilities
- Ensure leisure centres follow trends to be more attractive to target groups, providing activities and flexibility within packages to ensure sustained use and growth
- To increase regular participation in sports and activities in Tendring—monitored through attendance and participation stats
- Roll out a brand standard for all marketing and promotions across Tendring Leisure, inclusive of font, photos, design and layout of website/social media and partnership campaigns focused on increasing physical activity.
- Targeted marketing inclusive of outreach; designed to focused on those with barriers to participation and that are inactive in the community
- Design and roll out a clear monthly marketing plan Tendring Leisure and partnerships which will include memberships/ classes, lessons, and courses as well as other external activities that will take place across the district.
- Build a commercial connection with local companies to encourage increased participation through corporate memberships.
- Link into key partnerships, club and groups looking to get people active in Tendring to enhance the awareness of these activities or events, not just within our centres.
- Ensure customer service & experiences are highest standard, to ensure repeat business

INCLUSIVE FACILITY PRICING PLAN & MARKETING/PROMOTION PLAN – KEY ACTIONS

TIMESCALE	PROJECT	DETAILS	COST	STATUS
SHORT TERM	Continually review Membership Packages, inclusive of pay as you go	Continue to create simple and affordable membership package offer for the three centres that are attractive to encourage more people to become active, more often.	N/A	ONGOING
SHORT TERM	Review Activity Pricing Structure	Develop proposals for an inclusive pricing structure that are easily understood by the public and staff.	N/A	ONGOING
SHORT TERM	Design an ongoing monthly membership offering for new customers	Monthly plan with a clear target for each month of advertisement and promotions	Through existing revenue budgets	Ongoing
SHORT TERM	Social media plan	Detailed plan of posts for local and national campaigns focused on health and wellbeing. This will include activity in the community and advise on facilities, activities are taking place 'where you live.'	Through existing revenue budgets £120,000 over two years to employ a Sport in the Community	Ongoing and the will be funded from vacant posts within the Council's sport facilities establishment and the dedicated strategy budget (subject to

			<p>Manager*</p> <p>*Note: this role is repeated through this action plan</p>	<p>prioritisation with the Portfolio Holder).</p>
SHORT TERM	Marketing campaigns linked with key partners in Tendring	Detailed plan of all partners campaigns within Tendring that can be used to advertise community activities and provide further promotions on our offerings	<p>Through existing revenue budgets</p> <p>£120,000 over two years to employ a Sport in the Community Manager*</p> <p>*Note: this role is repeated through this action plan</p>	<p>Ongoing + the new post will require either external funding or a be funded from a dedicated 'strategy budget'</p>

MEDIUM TERM	Review the Memberships Terms and Conditions	To develop new terms and conditions that provide flexibility where possible to encourage increased attendance.	N/A	ONGOING
MEDIUM TERM	Latent Demand & Current Data	To commission a latent demand analysis to understand the recommended price points, packages and demand in the local area. Utilising current stats to ensure the suggested packages are fit for purpose and future proof. To review every three years.	N/A	ONGOING
SHORT TERM	Outreach project for corporate membership within Tendring	Design and deliver invitations for meetings to discuss corporate memberships with local businesses/organisations with 15 or more employees.	N/A	Ongoing
SHORT TERM	Retention Plan	Design and implement a new retention plan, to be reviewed on an annual basis	N/A	Ongoing
SHORT TERM	Health and Activity Campaign	Explore opportunities with partners to develop a Tendring specific promotional campaign to encourage more early years children to become more active.	N/A	Ongoing

SUSTAINABLE FACILITIES AND CARBON REDUCTION PROGRAMME

To ensure full functionality and the sustainability of our sports facilities, consideration must be made by reviewing the integration of people, places, processes & technology. Having properly managed facilities is important for cost savings where equipment & premises are invested in within a scheduled Planned Preventative Maintenance scheme (PPMS). Facilities must be managed proactively rather than reactively, which could have a detrimental effect on facilities available / equipment available for our customers, as well as the costs incurred whilst trying to update Facilities reactively and how our reputation is perceived by our customers and potential users in that recovery time. The PPMS will focus on proactive management and addressing building management issues before they arise, rather than acting reactively, once a problem has occurred. We will also strive to keep at the forefront of new processes and technologies with the aim of making facilities more efficient in their operation.

The Council has set out its plans to become net zero carbon by 2030. The plan, initially covering the period to 2023, sets out a series of measures to reduce the council's own greenhouse gas emissions. The plan identifies that by 2029 TDC could save almost £1m each year in energy efficiency by making the changes. Available data shows TDC's CO2 emissions totalled 4,553 tonnes in 2018/19 across three 'scopes' – direct emissions, indirect (such as electricity supplier) and indirect (use of goods and services). The three sports facilities emissions for this period were 1,195 tonnes.

In 2021, all three Leisure sites (Walton, Dovercourt and Clacton) underwent an energy audit as a result of the Council's Carbon Reduction Plan. The audit was undertaken as part of the process for understanding the present energy and carbon performance of the existing estate and where improvements can be made to reduce energy and waste consumption. As a result of these audits, projects have started at all three sites and a plan of action for future projects has been put in place. A few of these projects can be found on the next page. It should also be noted that the Council can act as a community leader, to support and facilitate carbon reduction and financial sustainability with partner facilities, e.g. Brightlingsea Lido.

A key focus will be on:

- Improving/replacing plant and equipment with modern technology to decrease the Council's carbon footprint.
- Securing further external funding to support modernisation and carbon reduction.
- Developing actions to further reduce the Council's carbon footprint at the sports facilities.
- Identifying opportunities for financial sustainability
- Identifying proposals for long term investments
- Identifying external funding opportunities

• TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Sport facility Feasibility Plan	As referred to previously, develop a feasibility study for the Council's sports facilities to put the whole leisure estate on sustainable financial footing. This should consider how the service can be affordable in the short, medium and long term and should consider issues such as the impact of spend to save projects, recalibrating the service and rationalisation.	N/A	Work to commence following approval of this strategy.
SHORT TERM	Subsidy Reduction Plan	In tandem with the above item, develop a short-term subsidy reduction plan for the district's sports facilities at Dovercourt, Clacton and Walton on the Naze	N/A Note: Savings and additional income will be generated through this plan.	Ongoing
SHORT TERM	Ensure the Council's sports facilities are maintained and consistently improved to a high standard, through sustainable means.	Subject to the review of sports facilities, develop a long term and sustainable investment programme for the Council's sports facilities. Ensure a fully costed plan is in place for how this is developed.	TBC	Work to identify funding plan and external funding resources.
SHORT TERM AND ONGOING	External funding	Identifying external funding opportunities for the Council's sports facilities to ensure resilience and proactive maintenance, with a focus on reducing energy costs and carbon emissions.	This will be costed on a case-by-case basis	Ongoing

SHORT TERM AND ONGOING	Proactive maintenance programme	Subject to the review of sports facilities, use condition surveys to inform investment opportunities for the sports facilities and prioritise opportunities for corporate cost pressures and external funding	Dependant on funding priorities	Work to identify funding plan and external funding resources.
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SHORT TERM	Pool Covers at Dovercourt, Walton and Clacton.	Estimated savings of £6000 a year at Clacton, £1700 at Dovercourt and £900 at Walton.	Complete	Awaiting Installation
SHORT TERM	LED replacement for all light fittings	Work to replace all light fittings at the district's sports facilities with LED Lighting	Complete	Awaiting Installation
MEDIUM TERM	Replacement of oil boilers at Clacton Leisure Centre.	The payback period is over 44 years (£9,000 savings a year) according to the recent audit, however the oil boiler will need replacing in the coming years and the auditor states that installing a heat pump will provide a good future proof option. This action will be subject to the review of sports facilities.	Estimated cost of £400,000	This will require external funding.

MEDIUM TERM	Replacement of Pool AHU at Walton Pool.	Estimated savings of £21,800 per year.	Estimated cost of £49,500 Awaiting outcome of SPSF Round 2	This will require either external funding. Note: An application has been made to Swimming Pool Support Fund Round 2
LONG TERM	Solar Panels at all three sites	The recent audits recognised that all three sites could have solar panels installed to reduce brought in electricity consumption from the national grid. Overall savings of £21,000 across the 3 sites. This will be subject to the review of sports facilities.	Estimated cost of £30,000 at Clacton, £90,000 at Dovercourt and £70,000 at Walton.	This will require either external funding.

STAFF DEVELOPMENT AND COMMUNITY EMPOWERMENT/OWNERSHIP

Through this strategy, there should be a focus on 'upskilling' employees, community coaches and wider organisations to ensure the objectives of this strategy are achieved. This will include a focus on priority groups, individuals and targeted communities to achieve strong outcomes.

There will be a focus on:

- Ensuring the Council's sports facilities are more resilient, responsive to change and are delivering on health and wider social outcomes.
- Supporting the sports facilities team to expand their education and training, to facilitate improved, increased and diverse sport and activity sessions.
- Facilitating increases in the number of qualified coaches around the district, to deliver the outcomes set out in this strategy.
- Supporting partners to increase the number and quality of volunteers around the district.

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Upskill Workforce	Consideration of a restructure in the sports facilities to foster a wider skilled workforce to deliver an agile and evolving activity programme.	TBC Note: Costs will be established following an evaluation in partnership with HR	Commission evaluation of current service and produce a standalone report with recommendations for Cabinet on the findings.
SHORT TERM AND ONGOING	Employment Opportunities	Where appropriate, create skills and employment opportunities for local people in the Council's sports facilities workforce.	TBC	Ongoing
MEDIUM TERM	Upskill Local Volunteers	Provide support to local clubs to improve additional coaching qualification support.	£20,000 – £30,000 Potential for external funding	This will require either external funding or a be funded from a dedicated 'strategy budget'

MEDIUM TERM	Improve access to sport and activity for residents with disabilities and life limiting illnesses	Support local coaches and volunteers with providing sessions to residents with disabilities.	£10,000 Potential for external funding	This will require either external funding or a be funded from a dedicated 'strategy budget'
MEDIUM TERM	Focus on early years children	In order to improve local health outcomes and pathways to sport and physical activity, facilitate a targeted provision for early years children.	£10,000 prime funding	This will require either external funding or a be funded from a dedicated 'strategy budget'

SUSTAINABLE FINANCIAL MANAGEMENT AND IMPROVED TECHNOLOGY

The Council will look to review its Leisure Management System within its three sites along with an increase in technology which will work together in improving our facilities. The use of technology and innovation will promote activities we have on offer and support breaking down those barriers to participation. The long-term strategy is to digitalise and improve the way customers access our facilities across the district.

The Council will undertake a root and branch review into the management of its sports facilities finance, to ensure sustainability, value for money and the opportunity for re-investment. This will include a model to increase usage and income through a fundamental change in the pricing policy. The reduction in membership fees since spring 2020 has led to a significant increase in the number of pre-paid members (and subsequently an increase in income across the district.

A focus will be on:

- Financial resilience for the Council's sports facilities.
- Reducing revenue budgets through innovative means, increasing attendances and where appropriate rationalisation.
- Taking a longer-term view to managing maintenance programmes.
- Access control at reception—digitalising how our customers access our facilities to improve 'customer experience'.
- Kiosk and booking systems incorporating use of iPad/tablets for a more digitalised experience for customers and 'user friendly'.
- Improvements to our online booking platforms for activities and 'Join at Home' Memberships to support customer use by breaking down those barriers for easily accessible facilities.
- Increasing our website content and linking this into the above improving our 'customer experience'.
- An increase in our 'Reporting' database, allowing for all centres to report and manage participation across the district in more depth.
- Moving towards 'Paperless' both through access control at our centres and an increase in members pre-booking or signing up to our membership packages online will enhance our contribution to the environment.
- Social Media platforms – continue to grow and increase our interaction with the local community driving our products to a wider audience.
- 'Virtual' classes allowing areas such as spin studios to be utilised by member participation throughout the day with no instructor required. This will support meeting customer needs, allowing our members to participation in classes at their own chosen time.

TIMESCALE	PROJECT	DETAILS	COST (£)	STATUS
SHORT TERM	Review all sports facilities Budgets to project new baseline	As part of the previously referred to feasibility study, work with financial services to evaluate all sports facilities budgets and devise new estimates to reflect the significant changes over recent years. This will include re-profiled income and energy costs.	N/A	Ongoing
SHORT TERM and ONGOING	Increase the amount paid annually into the sports facilities reserve, to ensure a financially sustainable investment programme.	Subject to the review of sports facilities, utilise the objectives of this strategy, to increase the amount paid annually into the sports facilities reserve. This will be utilised for an ongoing and sustainable investment. Ensure £25k sinking fund for Clacton Leisure Centre 3G pitch is ringfenced.	N/A	Ongoing
SHORT TERM	Use digital platforms (sport facilities and Leisure & Tourism App) to promote informal activity around the district, e.g. bridal paths, public rights of way, cycling routes, heritage trails etc	Work with IT to build this new strand onto a future release of the Leisure and Tourism App, to signpost local people to exciting and widespread activity across the district.	N/A (staff time)	Ongoing
SHORT TERM	Digital Receptions	Subject to the review of sports facilities, install software, which will allow customers to use self-serve kiosks and automated gates to use facilities. Savings would be generated from re-deploying reception staff	£160,000	This will require either external funding or a be funded from a dedicated 'strategy budget'

SHORT TERM	Digital Gyms	Subject to the review of sports facilities, install software, which will allow customers to access virtual fitness instruction and automated gates to use facilities. Savings would be generated from re-deploying staff	45,000	This will require either external funding or a be funded from a dedicated 'strategy budget'
SHORT TERM AND ONGOING	Capture Cost Pressures	Ensure that existing and emerging financial pressures are included on the approved Council's cost pressure list. This will ensure that prospective costs can be evaluated in relation to competing projects and actions across the Council.	Dependant on Cost pressure List	Ongoing
MEDIUM TERM	Sports Facilities Condition Surveys	Work to provide a funded programme to address all outstanding issues set out in the condition surveys, for the three Council facilities at Clacton, Dovercourt and Walton on the Naze.	Complete	Ongoing and live documents
MEDIUM TERM	Virtual Classes	Consider new virtual classes, e.g Spinning to utilise Spin Studios outside of set class times with instructors	TBC with Delivery Plan	This will require either external funding or a be funded from a dedicated 'strategy budget'

LONG TERM	Pool CCTV Cameras	Building on the savings realised through the installation of underwater CCTV cameras in Clacton Leisure Centre and Dovercourt bay Lifestyles Swimming Pools, additional cameras could be installed at Walton on the Naze, which could potentially streamline the number of leisure attendances required under the guidance set out in Managing Health and Safety in Swimming Pools (HSE). This will be subject to the review of sports facilities.	TBC	This project will require external funding to progress
LONG TERM	Drowning Detection Cameras and Technology	Install drowning detection cameras and accompanying technology at the three sports facilities at Clacton, Dovercourt and Walton on the Naze. This will be subject to the review of sports facilities.	TBC	This project will require external funding to progress

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