

CABINET

20 SEPTEMBER 2024

REPORT OF THE PORTFOLIO HOLDER FOR LEISURE AND PUBLIC REALM

A.6 SPORT AND ACTIVITY STRATEGY FOR TENDRING

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present a five-year Sport and Activity Strategy for Cabinet adoption, taking into account stakeholder comments, following a public consultation process.

EXECUTIVE SUMMARY

On 12 March 2024, Cabinet considered a draft Sport and Activity Strategy and agreed to initiate a consultation process on the document. Following that six-week consultation, Cabinet is presented with a final version of an evidence-based Sport and Activity Strategy, to support delivery of the Council's priorities as set out in the newly adopted Corporate Plan. This strategy will set the direction for the Council's focus on supporting residents to become more physically active and working with partners to improve quality of life for local people.

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. Adoption of this strategy and the accompanying action plan can support increased participation in physical activity levels in the district, from a historically low base to improve health outcomes and all-round quality of life for local people.

Following conclusions drawn from the evidence base of the strategy and the consultation submissions, the following strategic objectives are considered to be key in delivering quality outcomes for local people:

- 1. Support improvement to Tendring wide health outcomes*
- 2. Improve quality of life for all local people*
- 3. Long term sustainability & quality of Sports Facilities and wider community offer*
- 4. Ensure every resident is included in sport and active wellbeing*

The strategy is presented with a detailed action plan, to impact on all of objectives set out above. At their March meeting, Cabinet allocated a one off sum of £122,530 from the budget for the former Joint Use Facilities towards the action plan. Although it will not be possible for the Council to fund all the actions listed, adopting an action plan will allow the Council to proactively identify external funding opportunities and link projects to future developer contributions/Section 106 monies. It is further recommended through this report that a balance of £24,490 from a grant funding pot previously agreed by Cabinet to support users of the former Joint Use Facilities at Harwich and Brightlingsea Sport Centres, is allocated to support delivery of the action plan, bringing the total allocated to date to the delivery of actions within

the delivery plan to £147,020.

A key focus of this work is to ensure that all residents feel represented by the strategy and are afforded increased opportunities to become 'active where they live.' This can be achieved by a much wider focus on community activity in all areas of the district, through supporting and facilitating local clubs, organisations and partners to continue and extend their important work. Building on the success of the Sport England Local Delivery Pilot Scheme (LDP), the Council has a role in supporting more active lifestyles in all areas of the District.

In order to facilitate, support and influence the Tendring sport and activity community to deliver the District wide focus of the strategy, at their March meeting, Cabinet also endorsed the appointment of a two-year fixed term Community Sport and Activity Manager. This post will lead on promoting more sport and activity around the district through support for partners, clubs, organisations and sourcing additional funding for approved projects. This position can be part funded by vacant posts in the Sports Facility establishment and the budget allocated to support delivery of the final strategy.

The strategy also sets out clear aspirations to work with health partners in creating a new state of the art Active Wellbeing Centre in Tendring. This 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 partners, but this exciting proposition would align with national strategies and presents an opportunity for significant transformation and create a national standard in this approach. At their March meeting, Cabinet commissioned a feasibility study to explore the options and implications for developing a new Active Wellbeing Centre in the District; and this work is due to commence in September 2024. In addition to this, there is a commitment to review the current Sport Facilities in light of this development, to put the whole leisure estate on sustainable financial footing. In order to inform this aspiration to develop such a facility, it is recommended that a feasibility study is commissioned to ensure all appropriate implications are considered in any future decision making.

During the consultation period, the Council has considered comments on the strategy from local organisations, clubs, partners, education professionals, national governing bodies for sport (NGBs) and residents. Following an engaging process, the final strategy has been refreshed following due consideration of the feedback, both through online questionnaires and the stakeholder sessions which were organised. A summary of feedback is included in the consultation section of this report and the outcome of the online resident's survey is included as Appendix B.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) adopts the Sport and Activity Strategy 2024 – 2028 (Appendix A);**
- (b) in addition to the £122,530 assigned by Cabinet to the Sport and Activity Strategy at their meeting on 12 March 2024, allocates a further sum of £24,490, being the remaining balance from previously agreed Joint Use Sports Centre grant funding, to support the delivery of the action plan; and**
- (c) delegates authority for prioritisation of the key actions from the Sport and Activity Strategy and subsequent allocation of the approved Sport and Activity Strategy**

budget to the Portfolio Holder for Leisure and Public Realm.

REASON(S) FOR THE RECOMMENDATION(S)

For the Council to adopt a strategic approach towards sport and physical activity, to support local people and local communities to increase participation around the District.

ALTERNATIVE OPTIONS CONSIDERED

The only alternative option considered was not to adopt a strategic approach to set out the Council's input to sport and physical activity around the District. This would have left a strategic void and lack of clear direction, together with a lack of direction for the Council's work on sport leisure and activity, in a challenging financial climate. Further to that, the lack of an approved delivery plan, underpinned by an evidence-based strategy, would have minimised options for external funding opportunities for both the Council and wider partners in supporting opportunity for Tendring residents.

PART 2 – IMPLICATIONS OF THE DECISION

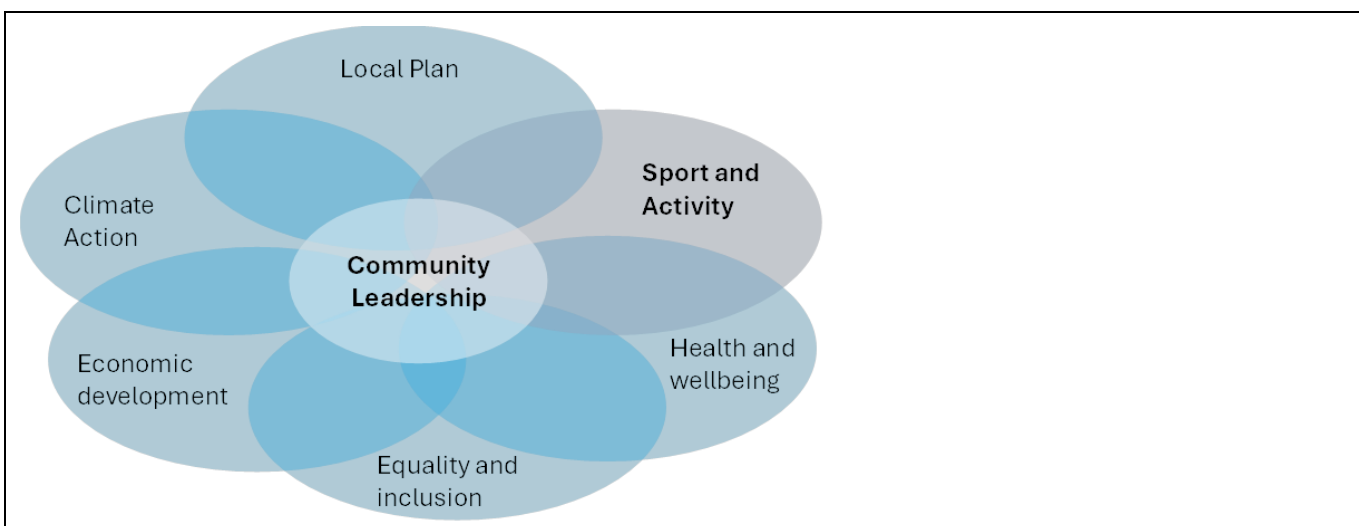
DELIVERING PRIORITIES

Delivering the strategic objectives and accompanying targets set out in the delivery plan will impact on the following themes, from the Council's Corporate Plan:

- 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.

As a Community Leader the Council will support, influence and facilitate increased sport and activity across the District. Through the consultation process, it is imperative that the views of residents, organisations and local businesses are taken into consideration in the formation of the final strategy.

In addition, the Sport and Activity Strategy should be considered in conjunction with a range of approved and emerging Council strategies, including the Economic Strategy and a range of national and regional strategic documents. Importantly, the strategy should be considered in the context of the Council's Corporate Plan, other strategic and policy documents, including the emerging Health and Wellbeing Strategy which is due to be considered by Cabinet over the coming months, as set out in the diagram below:



OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Following Cabinet consideration of the draft strategy at their meeting on 12 March 2024, a full and engaging consultation process was undertaken. This included the following:

- An online consultation for residents, in the form of a questionnaire. A total of 120 residents completed the online consultation questionnaire which is attached as a summary in Appendix B
- Five meetings were held in different geographic locations around the District, to meet with Town and Parish Councils and local sports and activity clubs
- Bespoke meetings with key stakeholders, including Active Essex, National Governing Bodies for Sport, Local Sports Education Professionals, Community Voluntary Services Tendring, Health Partners, Tendring Active Travel Strategy Group and the Tendring District Association of Local Councils (TDALC).
- Meetings were also arranged with the Council's Sports Facilities staff and Unison to discuss the implications to the Council's built facilities and how that might impact on the team following adoption of the strategy.
- An All-Member Briefing for Councillors was arranged.

Officers have fully evaluated the comments received through the process and the strategy has been refreshed both in terms of narrative and the associated actions for delivery. The process was engaging and highlighted the wide range of activities available to Tendring residents. Although it is important to state that the key objectives have remained unchanged from the original draft, there have been a number of changes to the action plan as a result of the engagement exercise.

Summary of Consultation

Through the online survey, participants raised a perceived lack of bridle paths in the District, together with similar comments about cycle routes. In relation to lack of equestrian facilities, the Council needs to recognise its limitations as it does not own or manage any bridle paths in Tendring. One of the key tasks of the Community Sport and Activity Manager (once recruited) will be to work with land and facility owners to support an increase in the quality and quantity of activity opportunities in the District. This can include any opportunities that might be

available for bridlepaths in the District.

Further to this, the Council is working with partners at Essex County Council to develop a Local Cycling and Walking Infrastructure Plan. This will provide an evidenced based stand alone strategy, to set out improvements to active travel infrastructure around the District, including cycle lanes and other key projects.

Further to those points, a number of online comments were received about the potential for the Council to work with partners to once again be involved in the former Joint Use Sports Centres, at Harwich and Brightlingsea. As with the point raised above, the Community Sport and Activity Manager will be tasked to work with local facility operators around the District to increase opportunity and access to sports facilities through close partnership working.

Another key point raised through the consultation was in relation to continuity for young people moving from primary to senior school physical education provision. It was raised by a number of education professionals that there is an imbalance between the availability of after school sessions between schools. Further to that, senior school PE Teachers were concerned that students were not widely exposed to sport and activity through their primary school journeys. A number of additional measures have been included in the action plan, to work with the local education sector to improve these outcomes. Addressing poor statistics for school swimming in Tendring will be a focus of this work, following the consultation feedback.

Further opportunities to work closer with colleagues within the health system to improve outcomes for local people was also raised and conversations have commenced about opportunities to develop further partnership arrangements, in advance of the completion of the feasibility study for an Active Wellbeing Centre.

Comments were received from partners about improvements to the way that organised sport and activity can be promoted to residents and include not just Council provision, but that offered by other public sector organisations together with the voluntary sector. This has been included in the action plan and a suitable platform and the associated financial implications are being evaluated for consideration. Partners requested collaborative marketing work where possible, so officers will work with Active Essex and other partners to enable this where appropriate. A new and improved brand identity for local sport and activity was also considered to be key and is something to be evaluated following adoption of the strategy.

Sports Clubs raised the lack of sport and activity space available around the district and also a lack of opportunity for some minority sports, e.g. baseball. This will also be included in the project to work with land owners to increase potential and availability. Clubs also asked for more support, both in terms of access to funding opportunities and also for a single point of contact at the Council to engage and advise. Town and Parish Councils, particularly in rural locations were also keen to explore further external funding for improvement to local facilities, which meet the needs of their communities. This will be addressed through the appointment of a new Community Sport and Activity Manager, together with continued access to our partners at Active Essex.

Stakeholders referred to more 'free to use' activities and increased opportunities for family sessions, to build on projects such as 'parkplay' which has been offered through the Local Delivery Pilot (LDP) scheme. Further to this, consultees were keen to ensure the older population were included in sport and activity, to improve issues surrounding social isolation and related health matters.

Comments were also made that the coastline should be a key focus for sport and activity, which builds on open water swimming, paddle boarding and beach related activity which has expanded since the national lockdown in 2020. The action plan has been updated and refreshed to include more of a focus on the District's 36 miles of coastline and the opportunities that can afford. This can include opportunities for beach sports and the use of Council assets on seafront locations.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	Yes	If Yes, indicate which by which criteria it is a Key Decision	<input checked="" type="checkbox"/> Significant effect on two or more wards <input checked="" type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	Wednesday 14 September 2023

Each project outside of the decision making process of this report, will be subject to appropriate governance procedures.

Officers have fully evaluated comments from the six week consultation process and the strategy has been refreshed both in terms of narrative and the associated actions for delivery as a result.

X The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

Partnerships and Community Engagement is one of the strands expected for demonstrating the Council's Best Value Duty under Local Government Act 2003. In its Statutory Guidance published in May 2024 the former government has described a number of standards for Councils to be meeting as a Best Value authority.

Driving local economic growth, promoting social cohesion and pride in place is increasingly dependent on the effectiveness of partnerships and collaborative working arrangements with a range of local stakeholders and service users. Authorities should have a clear understanding of and focus on the benefits that can be gained by effective collaborative working with local partners and community engagement.

Partnerships can maximise opportunities for sharing resources, achieving outcomes and creating a more joined-up offer that meets the needs of residents and local service users. Stronger and more effective partnerships can also lead to better community engagement, for example working through partners to engage more effectively.

However, the statutory guidance states that appropriate governance structures should be in place to oversee these partnership arrangements, and the process of consultation and engagement should be inclusive, open and fair, to prevent failure to comply with the Council's

best value duty. The relevant characteristics for Partnerships and Community Engagement of a well-functioning Authority are:

- There is a shared vision for the local area which has been co-produced with partners, businesses and communities to maximise resources and ensure best value across service areas.
- An organisational culture exists that recognises the value of working with public sector systems and local partners to improve policy development, local economic growth and investment, better services, and customer-focused outcomes.
- There is early and meaningful engagement and effective collaboration with communities to identify and understand local needs and assets, and in decisions that affect the planning and delivery of services. In some cases, this involves the co-design and/or co-production of services.
- Evidence of joint planning, funding, investment and use of resources to demonstrate effective service delivery, but transparent and subject to rigorous oversight.
- Partners and local residents are involved in developing indicators and targets, and monitoring and managing lack of performance. The Authority may be beginning to experiment with more participative forms of decision-making.

Through undertaking the consultation and engagement process on the strategy, the Council has articulated what it is intending to be responsible for in delivery and areas it will work together with others to take forward.

The approval of a strategy for adoption will provide a focus for future decisions and its strategic priorities will need to be referenced to take the projects forward to the next level of decision making.

FINANCE AND OTHER RESOURCE IMPLICATIONS

In order to support some of the actions in the delivery plan, Cabinet allocated £122,530 from the former Joint Use Facility budget the Sport and Activity Strategy at their meeting on 12 March 2024. It is further recommended to Cabinet in this report that the balance of £24,490 from a grant funding pot previously agreed by Cabinet to support users of the former Joint Use Facilities at Harwich and Brightlingsea Sport Centres, is allocated to support delivery of the action plan, bringing the total allocated to date to the delivery of actions within the delivery plan to £147,020.

With Local Authorities under increasing financial pressures and competing priorities for expenditure, it will not be possible for the Council to fund all the proposed actions in this strategy. Adopting a final action plan however, will ensure the Council and other partners are able to maximise opportunities from emerging external funding bodies and developer contributions (Section 106, if appropriate), as and when they become available.

The adoption of an action plan will ensure the Council and partners, can move quickly in making cases to funders, that there is a considered, evidence-based plan to improving active lives in the District and the wider benefits to improving health inequalities, wellness and all round quality of life.

Through the strategy, the Council should also consider sustainability of its leisure stock. Operating leisure centres is a significant financial challenge for Local Authorities, requiring increasing subsidies over recent years to pay for rising energy and service costs. 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.

A feasibility study into the future of the Council's sports facilities is recommended in the action plan and the budget costs for the three indoor sites as approved by Full Council for the 24/25 financial year is set out below:

The approved combined budget to run the Council's sports facilities at Clacton Leisure Centre, Dovercourt Bay Lifestyles and Walton on the Naze Lifestyles in 2023/24 was £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. In addition, there is a supporting budget (Management of Sports Facilities) which totals £400,880 of direct costs (and £931,250 including recharges).

X The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

The proposed strategy addresses a number of key best value and value for money elements / considerations. In terms of reviewing future options including potential rationalisation included in the strategy, these will need to be considered within the context of the best value / value for money requirements expected of Councils in terms of how they plan to bridge funding gaps and the identification of achievable savings.

The proposed work to commission a feasibility study on the Council's sports facilities is noted along with its pragmatic and useful aim of supporting the future financial sustainability of the leisure estate.

USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

<p>A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;</p>	<p>Although resourcing for the Council's Sports Facilities is long established, in order to deliver the community focus of this strategy, a dedicated resource will be required. This will ensure there is a member of staff to work with partners, clubs and organisations to target interventions all around the District. Further to this, there will also be resourcing to focus on applying for external funding, as and when this becomes available to deliver actions from the action plan.</p>
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and</p>	<p>Once adopted by Cabinet, each individual project will be subject to stand alone governance arrangements and in some cases, business plans. This will highlight any risks and financial resources, including sustainability.</p>
<p>C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.</p>	<p>This strategy will ensure good value for money, by focussing attention on objectives approved by the Council. A review of the Council's Sports Facilities will ensure consideration is given to long term sustainability and that the Council is working within its approved budget</p>

framework.

MILESTONES AND DELIVERY

The key milestones will be as follows:

Date Project Commences	Project Details	Complete by
September 2024	<ul style="list-style-type: none"> - Present rationale and funding proposal to employ a new Community Sport and Activity Manager to deliver aspects of the new strategy. - In partnership with key stakeholders, work with consultants, to develop and complete a feasibility study for a new Active Wellbeing Centre in Tendring. - Work to commission a feasibility study on the Council's sports facilities to put the whole leisure estate on sustainable financial footing. 	AD, Economy, Culture and Leisure
October 2024	<ul style="list-style-type: none"> - Commence a procurement process for a new Building Management System and Air Handling Unit at Walton on the Naze Lifestyles. - Evaluate current pricing structure for sports facilities and consider changes for 2025/26 	Sport and Leisure Operations Manager
December 2024	<ul style="list-style-type: none"> - Submit a funding application for up to 5 new Playzones in the Tendring District. - Develop an external funding plan to evaluate which of the strategy action plan projects should be prioritised for applications. - Complete evaluation of current marketing provision and develop plan for 2025/26 - Commission project to develop a platform to promote sport and activity across the district. - Host a consortium of local education professionals who contribute to the delivery of PE in the District. From this draw up an action plan for delivery based on the key actions in the strategy and learning from the stakeholders involved. 	AD, Economy, Culture and Leisure, Sport and Leisure Operations Manager and Community Sport and Activity Manager
January 2025	<ul style="list-style-type: none"> - Complete Active Wellbeing Centre Feasibility Study for consideration by Cabinet and partners. 	AD, Economy, Culture and Leisure
March 2025	<ul style="list-style-type: none"> - Complete installation of Building Management System and Air Handling Unit at Walton on the Naze Lifestyles - Advertise application process for 2025 Tendring Sport and Activity Awards - Complete feasibility study for Sports Facilities and present findings for consideration by Cabinet. - Evaluate impact of energy saving projects such as Pool Covers and LED Lights on expenditure and 	AD, Economy, Culture and Leisure, Sport and Leisure Operations Manager and Community Sport and Activity

	<p>carbon emissions.</p> <ul style="list-style-type: none"> - Develop plans to stage a Tendring Sport and Activity Awards in the autumn of 2025. 	Manager
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ASSOCIATED RISKS AND MITIGATION

There are no significant risks attached to the agreement by Cabinet to commence consultation on the strategy. There are risks however to leaving a strategic void and the Council not agreeing a clear direction for its input into Sport and Physical Activity.

Once the final strategy has been adopted, there may be further consideration required on individual projects included in the action plan.

EQUALITY IMPLICATIONS

This strategy has equality at its heart and the action plans are targeted to ensure all residents have opportunities to become more active as a result. The strategic objectives are evidenced based and interventions are targeted to ensure support is provided in those communities who might be disenfranchised from accessing sports facilities.

Any changes to service provision will be considered through an Equality Impact Assessment prior to implementation.

SOCIAL VALUE CONSIDERATIONS

The social value provided by the Council’s Sports Facilities to the wider community, are monitored through 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. This figure is likely to be on the modest side, as it does not account for those customers without a record on the Sports Facilities database.

There is likely to be significant further social value through the community sport and activity proposed in the strategy. This will be more challenging to measure, as it will be delivered in a more informal manner, without a digital system to support an evaluation.

IMPLICATIONS FOR THE COUNCIL’S AIM TO BE NET ZERO BY 2030

The Sport and Activity Strategy has a strand on ‘Sustainable Facilities and Carbon Reduction’ which sets out a number of measures to continually reduce the Council’s carbon footprint. This includes actions to reduce energy use and costs at the Council’s sports facilities but investing in the Pool Plant and other energy saving projects. This will build on investments which have already been made to install swimming pool covers and update lighting to LEDs across the three Sport Facilities.

OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	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
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	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 Anti-Social Behaviour and pathways to crime in our communities.
Health Inequalities	Supporting an increase in local physical activity levels will play a critical preventative role in reducing health inequalities and the maximisation of health and well-being for all residents. This will be maximised if targeted interventions are successful in reaching those who are either sedentary or rarely active.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	There are no subsidy control issues anticipated through this strategy and any funding issued as a result, will be subject to competition and the Council's procurement rules.
Area or Ward affected	This Sport and Activity Strategy will impact on all wards in the District.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Sport and Activity Strategy

Evidence suggests that committing to an active lifestyle improves personal wellbeing and helps to tackle any number of health conditions, including heart disease, obesity and strokes. In addition to this, amongst other positive benefits, evidence shows it supports improved self-esteem, immune systems, sleep and personal concentration levels.

Sport can be a significant force for good and for our young people, being part of a club or an organised activity can support the development of so many life skills, aspirations and self-confidence. There is also clear evidence linking sport to a reduction in crime and anti-social behaviour and Tendring is rich with impressive sport and activity clubs and organisations, who do so much to support our way of life.

The Council's sports facilities at Clacton, Dovercourt and Walton on the Naze continue to act as hubs for sport and activity in the District. We know from the Sport England Active People survey how important fitness is to our residents and it is still the top-rated physical activity in Tendring. Together with ensuring they are continually more accessible, that is one of the many reasons all three of our gyms have been refurbished in recent years. There are currently 1693 residents registered on the Council's 'learn to swim' programme, which is such an important life skill in a coastal community.

Like most public sector organisations, Tendring District Council is faced with a challenging financial position. With significant revenue savings to find in the next three years, the Council will need to work with partners and be creative. There is an action in the strategy plan to review the current facilities, in light of the Active Wellbeing Centre, to put the whole leisure

estate on a sustainable financial footing. This review will focus on savings option to reduce the cost of subsidy to leisure centres in future years and could include the rationalisation of the estate.

The Council will also work with partners to secure investment opportunities, if improvements are to be made to existing leisure assets or new facilities are provided.

Over the next 25 years the population of Tendring is expected to increase higher than the national rate. This includes proposed developments at Tendring/Colchester Garden Communities and Hartley Gardens in Clacton-on-Sea. The development of this strategy will ensure the Council will have a strong evidence base to consider developer contributions, when new housing is proposed in the District.

It is important that the action plan is informed by clear evidence to ensure strong outcomes and an improved picture for local people. With that in mind, reports commissioned to support the Tendring/Colchester Garden Communities Project have been used to inform this strategy. An external consultant has developed that work, which has been subject to input and scrutiny by Sport England and National Governing Bodies for Sport.

PREVIOUS RELEVANT DECISIONS

CABINET REPORT TITLED: SPORT AND ACTIVITY DRAFT STRATEGY FOR TENDING,
12 MARCH 2024

[Microsoft Word - Sport and Activity Strategy March 2024 Final Version Final \(tendringdc.gov.uk\)](#)

Executive Decision to appoint Consultants for Active Wellbeing Centre Feasibility Study

[Decision - Appointment of Consultant to complete Active Wellbeing Centre Feasibility Study \(tendringdc.gov.uk\)](#)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Reference material is set out in the Sport and Activity Strategy Document (Appendix A)

APPENDICES

Appendix A: Sport and Activity Strategy for Tendring
Appendix B: Outcome of online consultation questionnaire

REPORT CONTACT OFFICER(S)

Name

Mike Carran

Job Title

**Assistant Director (Economic Growth,
Culture and Leisure)**

Email/Telephone

mcarran@tendringdc.gov.uk
01255 68 6689