



# **Tenterden Town Council**

## **Sports Facilities Strategy**

**April 2014**



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## 1. INTRODUCTION

- 1.1. Max Associates has been commissioned by Tenterden Town Council to complete Stage 2 and Stage 3 of a town sports and leisure facility strategy.
- 1.2. The key outcomes are to;
  - Investigate how the community needs can be best accommodated in current assets
  - Conduct a comparative assessment as appropriate of potential assets and sites including;
    - Tenterden Leisure Centre
    - Recreation Ground
    - Homewood School
    - Sinden Theatre
    - Appledore Road
  - Appraise feasibility of locating a skate park adjacent to the leisure centre or other site as agreeable to the client. Assess the impact and viability of Highbury Hall should youth facilities be included elsewhere in the future
  - Complete concept designs and capital costs for the options
  - Review the revenue implications
  - Assess potential sources of funding
    - Through Section 106 funding
    - Stakeholder funding; Councils, Trust, Clubs and school
    - Grant and loan schemes
- 1.3. The stage 1 report recommended a follow up study on how facilities could be developed including options on their location and the suggested mix and configuration required to meet the needs of current residents together with future need created by the supply of up to a further 475 homes provided under the TENT1 masterplan proposals.
- 1.4. A number of key stakeholder groups have been consulted and their views and comments have influenced the options and scheme designs presented in this report.

## 2. METHODOLOGY

2.1. The methodology used by the team to deliver this project is detailed in the following paragraphs.

- **Stage 1 – Strategic Review**
  - Review of Analysis of Need and evidence from Stage 1 report
  - Review Strategic Council documents
  - Confirm population projections
  
- **Stage 2 – Assessment of Playing Pitches**
  - Utilise the Sport England guideline for the playing pitch assessments to understand the requirements in respect to playing pitches in Tenterden.
  - Consultation with NGB's and clubs.
  - Mapping the playing pitches in Tenterden Town Council
  - Assess number and name of clubs that are regularly playing at the sites, what teams are playing at the pitches and which are used for training.
  
- **Stage 3 – Indoor Facilities – sports** - Use the Sport England and Ashford Borough Council (ABC) guidelines in respect to requirements for indoor facilities.
  - Using the evidence from Stage 1 report to confirm the supply of all facilities in Tenterden (& buffer catchment areas.)
  - Review of Tenterden Leisure Centre in terms of occupancy
  - Map of Tenterden Leisure Centre's users to assess catchments
  - Map each of the types of facility within the catchment to assess facilities available within appropriate catchments.
  - Quality Assessments of the main sports and community facilities including Tenterden Leisure Centre.
  - Review existing occupancy / performance of other leisure and community facilities
  - Assess opportunities for complementary facilities.
  - Assess the specific requirement that were highlighted in the Stage 1 report – swimming, gymnastics, tennis, football and skate park

- **Stage 4 Workshop with stakeholders to agree the facilities needed within Tenterden and discuss potential options for delivery.**
  - **Design** - Provide high level design options to provide the future facilities in Tenterden – indoor and outdoor.
  - **Capital costs** – provide the capital cost budgets to provide the facilities to meet the future needs, indoor and outdoor.
  - **Revenue Costs** – provide the implications to the revenue cost to provide the future facilities.
  - **Further Workshop** – to discuss the findings with the key stakeholders.
- **Stage 5 - Final report and recommendations** – taking into account the workshop feedback

### 3. STRATEGIC CONTEXT

- 3.1. The background to this feasibility report rises from the strategic assessment of need identified in Ashford Borough Council's Core Strategy (2008) and emerging Local Plan to 2030 and the Sustainable Community Strategy 2008-2018.

#### **Ashford Borough Council Core Strategy (2008) and Local Plan to 2030**

- 3.2. The Council has an adopted Core Strategy (2008) which sets the strategic vision and scale of planned growth for housing and jobs within the borough to 2021. This document is being formally reviewed and will be replaced by the Local Plan to 2030 (previously known as Core Strategy Review).
- 3.3. The Core Strategy has the following vision:

**“A sustainable safe, healthy and thriving environment that offers an excellent quality of life to all who live, work and visit the Borough. This will be achieved by striving for high quality, sustainable growth and change and careful management of all that is best about the Borough.”**

- 3.4. In place by the end of 2014 a key aim of the strategy is to determine how the most sustainable and deliverable pattern of growth can be achieved within the borough.
- 3.5. The Council acknowledges that the new local plan will need to identify sufficient land to provide for any new jobs and homes to 2030, as well as for Gypsy & Traveller's sites, Leisure, Retail, Visitor and Tourism facilities. One of its aims will be to establish which sites within the borough, could be suitable to allocate for these future developments and facilities.

#### **Ashford Sustainable Community Strategy 2008-2018**

- 3.6. The new Sustainable Community Strategy provides a clear vision for how the borough should develop over the next 10 years, and sets out the key objectives to be achieved.
- 3.7. The new Strategy reflects the outcomes of an Ipsos/MORI survey of residents' views in late 2006 and is based on extensive consultation with a wide range of stakeholders, including a successful stakeholder workshop held in March 2008.
- 3.8. One of the key aims is to ensure that new housing is accompanied by new jobs and by all the necessary social and community infrastructure (health facilities, play areas and much more) thus ensuring that any major changes will improve the quality of life for all residents of the borough. Above all the aim is to create a positive sense of community across the borough as a whole, so that new and existing residents develop a joint sense of belonging and develop into a strong and cohesive community. By 2018 Ashford will be an exemplar for how to build sustainable communities

3.9. The Sustainable Community Strategy has been developed incorporating eight main themes:

- Learning for Everyone
- Economic Success - opportunities for all
- Improving Health and Well Being
- Promoting Environmental Excellence
- Stronger and Safer Communities
- Enjoying Life
- Keeping Ashford Moving
- Achieving High Quality Homes

3.10. A number of other relevant strategic documents are outlined below.

#### **Jobs and homes to 2030 Working Paper**

3.11. A internal discussion paper circulated in March 2012 by the Head of Planning and Development has been used to stimulate debate on the Borough's future and gather a response from interested organisations and individuals. In line with the priorities of the Cabinet's agreed Ashford 2030 Framework, the paper's focus was principally on the future prospects for the Borough's economy to assist a review of the adopted Core Strategy which will look to 2030.

3.12. The paper sets out possible consequences on new housing requirements as a result of varying levels of job growth and those needed to cater for changes to existing population and the predicted rapid increase in the proportion of older residents. The paper concludes with a number of questions for respondents to consider. All views received are to be reported back before a decision is made on the correct jobs and housing targets to plan for in the Borough

#### **PPG17 open space documents and Football Pitch Strategy 2008 (updated 2012, to 2017)**

3.13. In 2008, Ashford Borough Council commissioned an independent study of its open space provision using PPG17 guidelines. The aim of the study was to

- Help to provide local people with networks of accessible, high quality open spaces which meet the needs of residents and visitors, are fit for purpose, and are in sustainable locations.
- Provide part of the evidence base for the development of appropriate policies in the Local Development Framework, and the Green and Blue Grid Strategy.

- Provide an effective evidence base for the Borough Council in its planning and management of open spaces.

3.14. The report<sup>1</sup> recognised that the Borough had some important characteristics that would require special consideration.

- Its mixed urban and rural character. Whilst Ashford Urban Area is the focal point, the local authority covers very extensive rural tracts, and includes 42 town and parish councils.
- Pressures of expansion in respect of Ashford Urban Areas strategic growth allocations.
- The often contrasting issues and problems affecting rural and urban communities in relation to the provision of and access to various open space, sports and recreational opportunities

### **Adopted Tenterden and Rural Sites DPD**

3.15. The Tenterden and Rural Sites Development Plan Document (DPD) forms part of Ashford's local plan and deals primarily with the allocation of residential development in Tenterden and other rural settlements. The DPD also covers a range of policies that deal with rural planning issues. It is consistent with the strategic planning approach for the rural areas, as set out under Policy CS6 of the adopted Core Strategy.

3.16. The Tenterden and Rural Sites Development Plan Document (DPD) was adopted by the council on the 21st October 2010 and covers the period to 2021. The plan was inspected in July 2010 with the inspector concluding that the Council has sufficient evidence to support the strategy and can show that the planned development is likely to be delivered.<sup>2</sup>

### **Tenterden Southern Urban Expansion Study 2009**

3.17. In May 2009 the Council commissioned Rummey Design to undertake an outline masterplan for potential development to the south of Tenterden town centre. The objective of the project was to assist the planning authority to establish a basis for a policy for the master planned area. Four options were identified although in conclusion the area to the south comprising 16.25 Ha was identified as the preferred option.<sup>3</sup>

### **Tenterden Southern Extension TENT 1 Masterplan**

3.18. The Tenterden Southern Extension was confirmed as a site for new residential when the local planning authority, Ashford Borough Council, adopted the Tenterden and Rural Sites DPD as part of its new plan, the Local Development Framework in October 2013.

3.19. The Borough Council stated in its Core Strategy (2008) that

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<sup>1</sup> Open space study for Ashford Borough. Final report. Part 1. December 2008

<sup>2</sup> <http://www.ashford.gov.uk/tenterden-and-rural-sites-dpd>

<sup>3</sup> Tenterden southern urban extension study – second draft report. Rummey design -10<sup>th</sup> June 2009

“the areas outside the Ashford Growth Area are rural in nature and rich in environmental and landscape quality and protecting and enhancing these characteristics is paramount. However, in acknowledging this it accepts that rural towns and settlements need to be able to grow to sustain themselves<sup>4</sup> and goes onto say

“Tenterden is by far the largest settlement outside Ashford and its role as an important service centre is well established. It should therefore accommodate the highest proportion of allocated growth outside the Ashford Growth Area (paragraph 6.31)

“Providing balanced growth opportunities to enable people to live and work in their own rural town or village and the support of local services is a key recurring theme that comes through consultation with rural communities as is the strong desire to retain the qualities of an attractive environment that define the character of the rural settlements (paragraph 6.1)”

3.20. As part of the Tenterden “Wish List” adopted in December 2003 the Town Council indicated that in respect of any substantial development the following considerations should apply:<sup>5</sup> and “a development brief should be prepared to demonstrate that the following issues have been incorporated into the scheme’s detailed design:-

a. The creation of an attractive and varied environment, which respects the key features of the site, creates visual interest and focal points and a strong sense of place and phasing of the development over the period of the plan.

b. The location and timing of the provision of public playing space to meet the adopted policies LE5 (a) and (b) and Policy LE7.

c. The protection and retention of habitats, trees and woodlands falling within the provisions of Policies EN30, 31 and 32.

d. The scale and heights of buildings, where necessary to protect the character of designated Conservation Areas.

e. The steps taken to reflect the historic pattern of the town and the relationship between the built form of the town and the surrounding countryside. In particular views into and out of existing adjacent development.

f. The variety of building types, local materials, building proportions, architectural features and styles.

g. The size of dwellings and tenure of affordable and other housing to be incorporated into and phased with the development.

h. The provision of land for community facilities.

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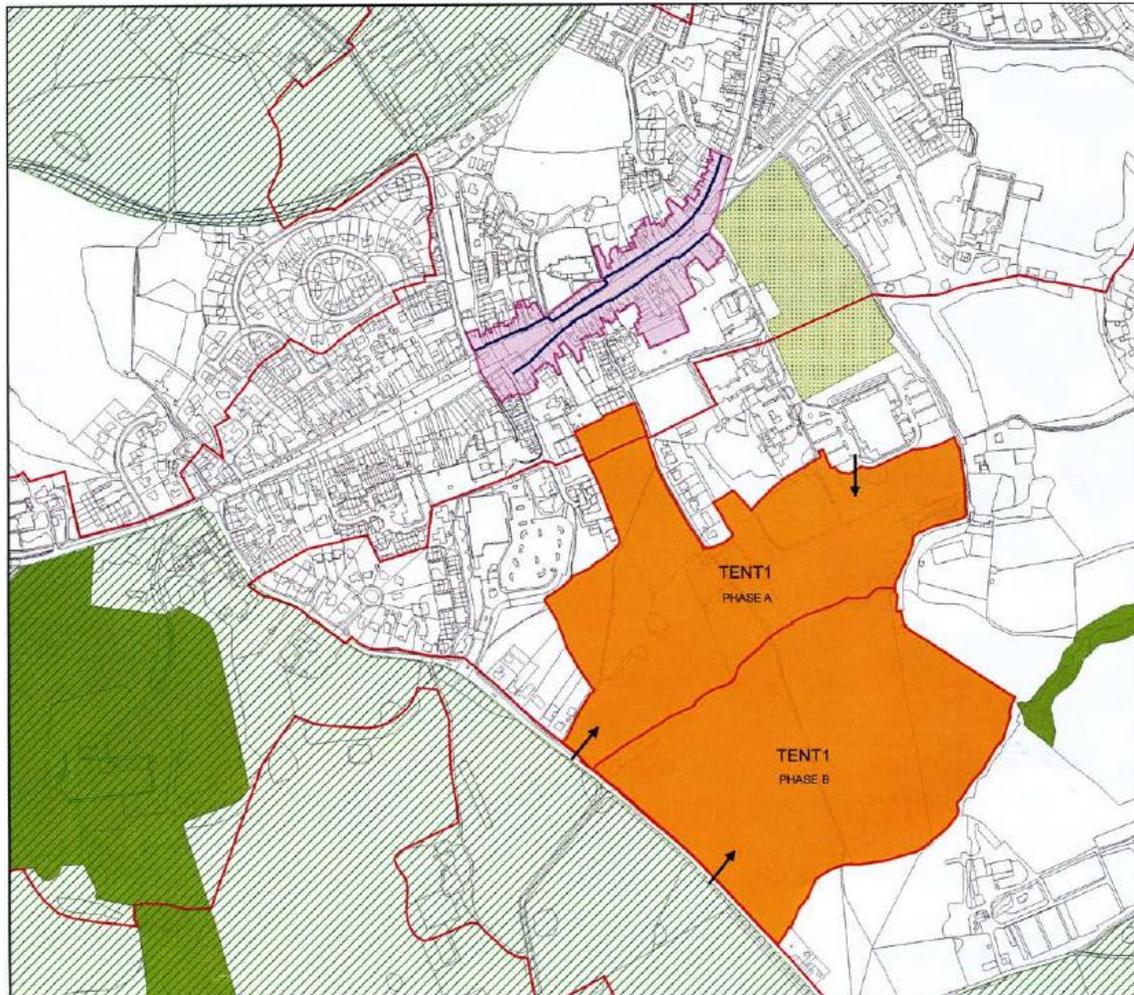
<sup>4</sup> <http://www.tenterdentowncouncil.gov.uk/Resources/Tent%201%20Statement%205th%20April%202012.pdf>

<sup>5</sup>

<http://www.tenterdentowncouncil.gov.uk/Resources/Tent%201%20Adopted%20Policy%2021st%20February%202011.pdf>

- i. The means of disposal of surface water and foul sewage.
  - j. The location of accesses for pedestrians, cycles and vehicles (preferably at least two vehicular accesses) including the retention of any existing footpaths.
  - k. Any off site highway works required.
  - l. The promotion of energy saving measures.
  - m. The completion of an appropriate legal agreement to ensure all the above matters are enforceable.
- 3.21. TENT1 proposes a significant development. The challenge that this presents is acknowledged by both the Borough and Town Councils, who plan to work closely together in bringing the site forward.

**Map 1 - TENT 1: Agreed location for up to 475 additional homes**



*(Source: The Tent 1 Site and the proposed masterplan. Ashford Borough Council)*

3.22. In putting forward the development proposals the Town Council intends to;

- strive for the highest possible build quality, in terms of overall and detailed design, materials, property mix and density,
- ensure that the various community and interest groups within the town and area are suitably involved, consulted and briefed in a timely and efficient manner,
- ensure that the wider public are kept informed of developments and timescales, and that they understand the opportunities available to them to influence the planning process as it progresses.

### **About Tenterden**

3.23. Tenterden is a Cinque Port town in the Ashford District of Kent. It stands on the edge of the Weald overlooking the valley of the River Rother. For administrative purposes the town is divided into four wards; North, South, West and St.Michaels.

3.24. Tenterden is an important nodal centre in the area with routes radiating to Rolvenden and Hastings (A28), Wittersham and Rye (B2082), Appledore and New Romney (B2080), Woodchurch and Hamstreet (B2067) and Ashford and Maidstone (A28/A262). Tenterden has no mainline train station, with the nearest being Headcorn (9miles) and Ashford International (12 miles).

3.25. Tenterden Town Council serves as the main administrative link between the people of Tenterden and the district authority, Ashford Borough Council. The 16 Town Councillor's central role is to act in the interest of the whole community by making decisions and recommendations to improve the quality of life and the environment for Tenterden residents..

### **Demographic Indicators Census Data (2011)**

3.26. The resident population recorded in Census 2011 was 9318 (St Michaels 2381; Tenterden North, 2229; Tenterden South 2392; and Rolvenden and Tenterden West 2379)<sup>6</sup>. The wards have seen a net marginal gain of around 71 persons between 2001 and 2011 (2%) with the greatest growth occurring in the south (5.3%)

3.27. Key features of the data include<sup>7</sup>

- An older population, with 58% being over the age of 45 compared to England and Wales
- The population is predominantly white, with only 5.6% of the population declaring themselves to be black, Asian, mixed heritage or other.

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<sup>6</sup> Business Intelligence Statistical Bulletin November 2012

<sup>7</sup> Appraisal of Options for Sport, Leisure & Community Facilities in Tenterden: Stage One – Needs Assessment :Smaller World 2013

- A high percentage of car owners, with 80% of households having access to at least one car, 3% higher than the national average.
- A very high percentage of retired people, with 22% declaring themselves retired
- A high level of employment, with only 2.7% people unemployed in comparison with a national level of 4.4%
- A population that is relatively healthy, although a slightly higher number of people with a disability, as expected in an area with a predominantly elderly population

### **Population Projections**

3.28. The population of Tenterden is set to rise with the proposed development of around 475 houses as TENT 1. This is likely to see an increase in population of around 1000 people in the town and will place a significant burden on the existing infrastructure.

3.29. Whilst it is not possible to forecast the expected profile of new entrants, other trends identified by the Smaller World report<sup>8</sup> for the area include:

- average household size is set to decline
- proportion of one person households is on the increase
- proportion of couple households is getting smaller
- under half of the households are having dependent children, but this number is rising

3.30. In Ashford borough council in 2010 the average number of persons per house was 2.42 and is projected to be 2.3 in 2030. Therefore with the 475 new houses, the likely number of additional people in Tenterden will be between 1,035 and 1,089.

3.31. The Stage 1 report completed considerable consultation with local clubs and from the current needs and with the inclusion of further housing concluded with the need to further investigate;

- Permanent Home for Tenterden Tigers
- Demand to be further assessed for tennis, swimming & gymnastics
- Boxing venue for the town's club
- Bowl and tennis improvements at the Recreation Ground

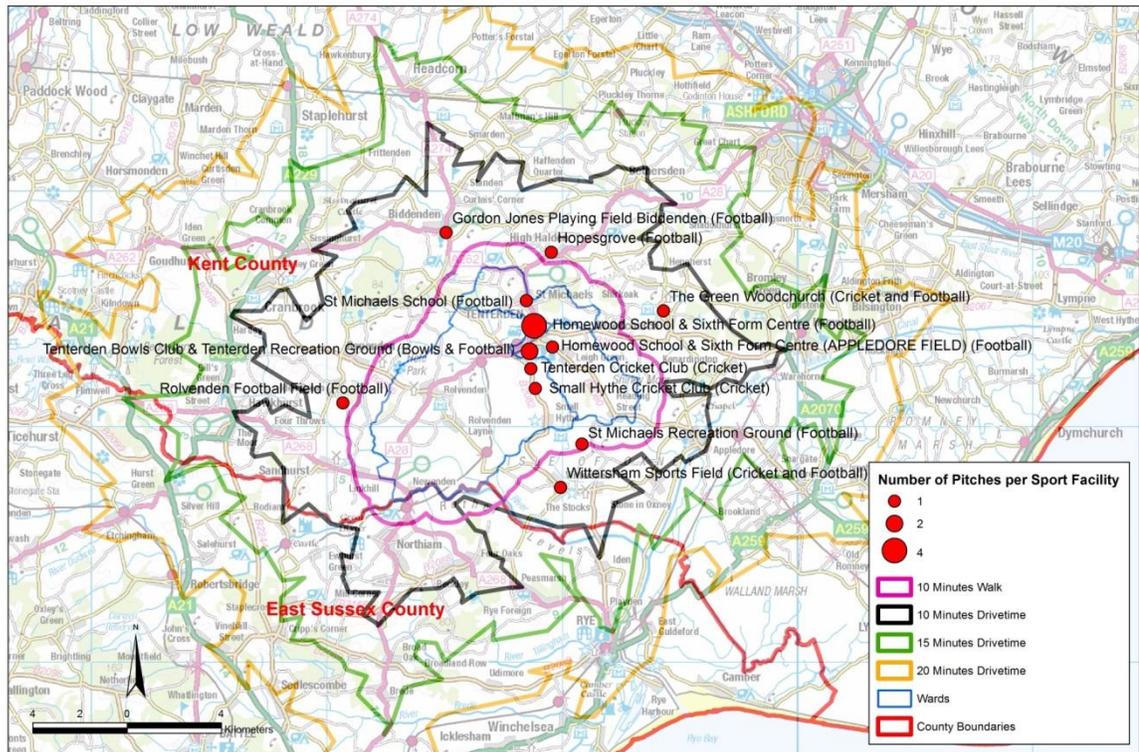
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<sup>8</sup> Ibid Page 7

#### 4. PLAYING PITCHES

4.1. The playing pitches in Tenterden are mapped below.

**Map 2 – Playing Pitches - Tenterden**



Playing pitches in Tenterden



#### 4.2. Football

4.3. This section evaluates the adequacy of pitches for football and provides:

- An overview of supply and demand for football
- An evaluation of the overall adequacy of pitches to meet demand
- Specific issues and opportunities
- Key issues for the strategy to address.

#### 4.4. Demand

##### 4.4.1. Market Segmentation (Sport England)

4.4.2. As part of the Active People survey findings Sport England analysed the data on the English population (18+) to produce 19 market segments with distinct sporting behaviours and attitudes. This includes information on specific sports people take part in as well as

why people do sport, whether they want to do sport and the barriers to doing more sport. In addition, the segments provide information on media consumption and communication channels, social capital, health indicators including obesity and engagement in the wider cultural sphere. A full description of all the 19 market segments can be found at <http://segments.sportengland.org/querySegments.aspx>.

4.4.3. The power of these sporting segments lies not only in their ability to help us better understand the characteristics of our potential market but also to explore the market base at differing geographic levels. Each segment has been assigned a name that reflects the most popular first names for the group.

4.4.4. Market segmentation allows us to develop a more sophisticated, tailored approach to delivering services. It is one of the best tools we have to improve public services and outcomes.

4.4.5. From the Active People Survey and Market Segmentation it is possible to evaluate:

- How many of the adult population within 5km of Tenterden Leisure Centre **do** participate in football; and
- How many of the adult population **would like** to participate in football within 5km of Tenterden Leisure Centre.

4.4.6. Map 1 shows spatially the percentage of the adult population who, based on the Active People survey 4 findings, are currently participating in football. Chart 1 sets out the profile of current participation in football across the 19 market segments.

Map 3: Percentage of population participating in Football

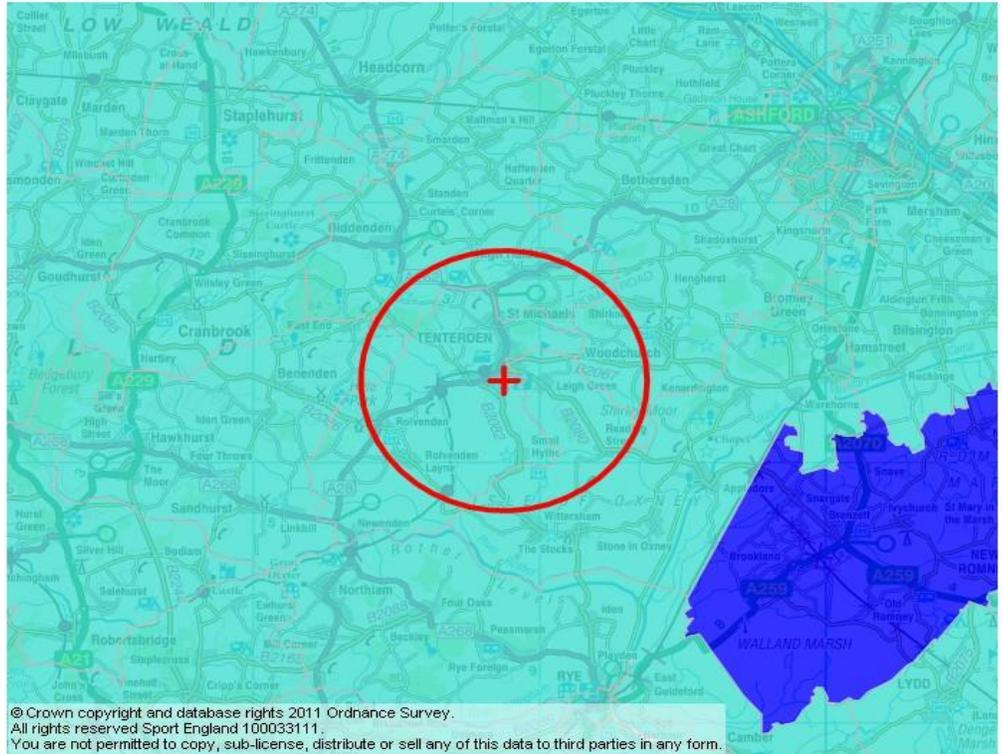
Percentage of population participating in: Football 

Catchment area:  
within 5 km of TENTERDEN LEISURE  
CENTRE

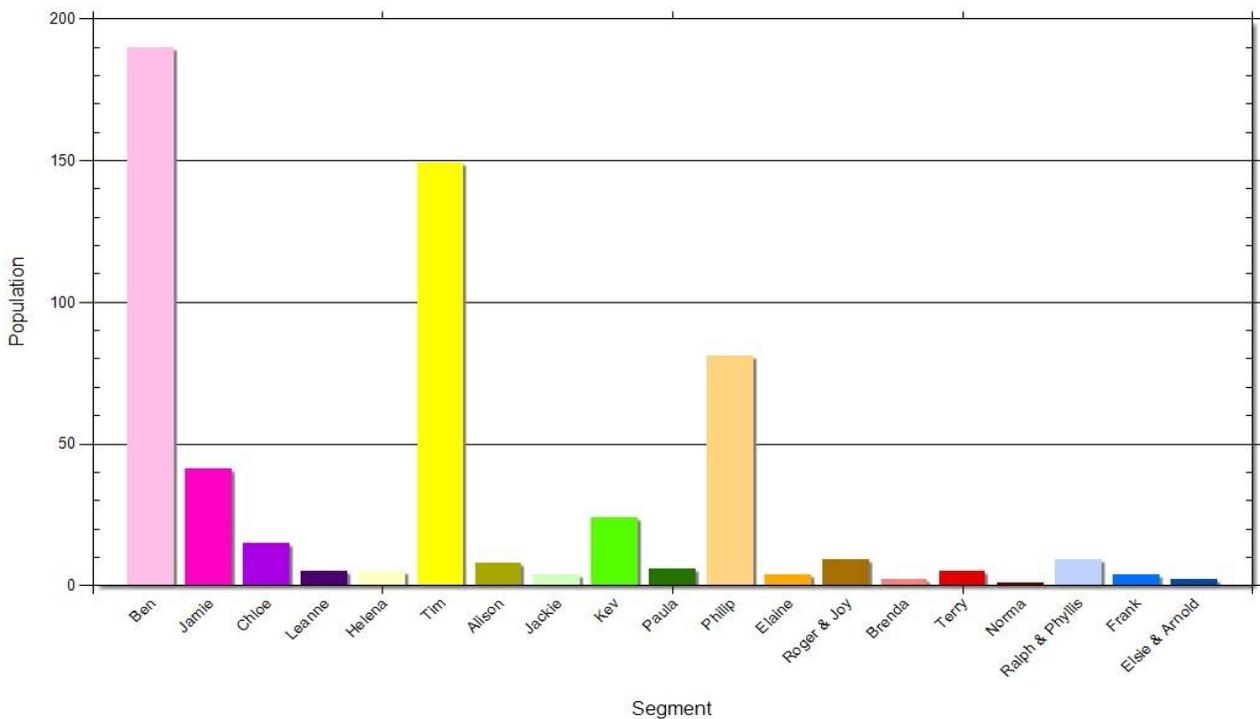
Percentage colour key:

- 80.1 - 100.0
- 40.1 - 80.0
- 20.1 - 40.0
- 10.1 - 20.0
- 5.1 - 10.0
- 2.1 - 5.0
- 1.1 - 2.0
- 0.1 - 1.0
- 0

- Catchment area
- Middle Super Output Areas



Population within catchment area participating in: Football



4.4.7. The key findings from both the map and the bar chart are that participation in football across the 5km catchment of Tenterden Leisure Centre is spatially uniform - between 5.1% - 10% of adults play football and there is no spatial variation in this, and therefore no locational *hot spots* where football participants live. (Note: this measure from Active People is based on the percentage of the adult population who have played football once in the past 28 days) and participation is dominated by the market segments of Ben, Tim, and Philip and to a lesser extent Jamie and Kev. The bar chart shows that from these five segments, just over 485 Chart 1 Population within catchment area participating in Football

4.4.8. The total football population across the 19 market segments is 564 adults in the 5km catchment area.

4.5. **Number of Teams**

4.5.1. The audit for this review has been undertaken using the 2013/14 season information provided by Tenterden Town Council, clubs, and the individual leagues. This has been undertaken to provide the current picture of football in Tenterden.

4.5.2. The Playing Pitch assessment identifies that in the 2013/14 season, there are currently 2 football clubs playing football, with 14 teams. The breakdown of these teams is shown in the table below. A full demand table is shown in **Appendix 1**.

**Table 1. Football Teams 2013/14 Season**

<b>Team Type</b>	<b>Number of teams</b>
Junior Football – Boys Under 10	5
Junior Football - Boys 10 – 15 years	7
Junior Football – Girls 10 – 15 years	0
Men’s Football – 16 – 45 years	2
Women’s – Football 16 – 45 years	0
<b>TOTAL NUMBER OF TEAMS</b>	<b>14</b>

**4.6. Supply**

4.6.1. The men’s 2 adult teams play on the Tenterden Recreation ground each week on a Saturday. The older junior teams U14 and U13 use the Tenterden Recreation Ground on a Sunday morning. The remaining U12 teams use other space at the Tenterden Recreation Ground and St Michaels Recreation Ground.

4.6.2. In addition to the above football pitches, there is a football pitch at Appledore Road. This pitch is available for hire but Tenterden Tigers perception is that the pitch is too expensive.

4.6.3. There is also a senior grass pitch and junior pitch at Homewood School. These pitches are not available for community use. Table 2 below provides an assessment of football pitches.

**Table 2. Football Pitch Analysis**

Site Name	Community Use	Ownership					No Games per week	Quality	Capacity – Number of games facility could play per week	Comments
			No. Senior 11 v 11 Pitches	No. Junior 11 v 11 Pitches	No. Junior 9 v 9 Pitches	No. Junior 7 v 7 Pitches				
Tenterden Recreation Ground	Yes	Tenterden Town Council	1	0	0	0	There are two games per week	Standard = 2 games per week	The pitch is at capacity on a weekly basis	The pitch requires new drainage – the road end of the pitch is boggy. When dry the pitch plays well.  Changing rooms are old and need renewing e.g. the referee has to walk through the kitchen and hall to get to the pitch.
ST Michaels Recreation Ground	Yes	Tenterden Town Council	0	0	1	0	2 games per week	Standard = 2 games per week	The pitches are played 2 games every Saturday	There are no changing facilities and pitches are wet so require drainage.
Appledore Road	Yes	Homewood School	1	0	0	0	0	Standard = 2 games per week	2 games per week	This is a school playing field with no changing facilities.  Drainage is poor and consultation has identified the school do not use the pitch that often. The pitch is only used by the school when the 2 pitches on the school site are out of use.
Homewood School	No	Homewood School	1	1	0	0	School Use only for games sessions and school fixtures	Standard = 2 games per week	2 senior and 2 Junior  These pitches are at capacity due to school use.	If drainage and maintenance of these pitches was to be improved the carrying capacity could be increased by one game a week per pitch.

4.6.4. The demand for football pitches is greatest on a Saturday morning by Tenterden Tigers. There is currently a surplus of pitches. The reason for the surplus is Homewood School do not allow use of its football pitches on the school site by community football clubs and the Appledore Road site owned by the school is perceived to be expensive to hire. Tenterden Tigers FC currently have to use football pitches out of Tenterden on occasions.

#### **4.6.5. Football Consultation**

#### **4.6.6. Tenterden Tigers**

4.6.7. Tenterden Tigers currently train at Homewood School Sports Hall and Gym in the winter months and in the summer use space at the Recreation Ground. The club has requested that it requires a home ground and club house. It currently does not cater for 15 – 18 year olds as older youths tend to leave the club for Ashford based football clubs. When older some of these players return to Tenterden Town FC.

4.6.8. The club has in the past applied for planning permission on private land off Woodchurch Road but this was refused. The club has suggested that it would like to provide a club house and playing pitch facilities at Appledore Road (School Playing Field) expanding onto private land behind. The club house could be shared in partnership with Tenterden Tigers and Tenterden Town FC. The facilities required would be - 1 senior pitch (to meet Step 5 football requirements), 1 junior pitch, and 1 x 9 v 9 pitch. 1 x 7 v 7 pitch, mini soccer pitch, small sided training pitch x 2 and a club house.

#### **4.6.9. Tenterden Town FC**

4.6.10. Tenterden Town FC currently have 2 senior teams and play at the Recreation Ground. The ground requires new drainage and new changing rooms. The club currently train on an artificial pitch at Ashford North School in Ashford in the winter months and in the summer on space at the recreation ground. The club has aspirations to progress to the Kent County Premier League – Step 5 of the Football Pyramid.

#### **4.7. Artificial Grass Pitches**

4.7.1. There is currently no 3rd generation pitch in Tenterden. However, Homewood School has a redgra pitch with no floodlights.

4.7.2. The closest play and pay pitch is in Rye Leisure Centre (3G rubber crumb). There is also a pitch at Cranbrook school which is available for club bookings.

#### **4.8. Future Population Increases**

4.8.1. The table below looks at projecting team generation rates to identify if there is a future demand for football through population increases by TENT 1. The assessment has used ONS Ward population data by gender and age for the four Tenterden Wards. To project the population we have used the existing demographic percentage by age bands and projected the population in the future age bands taking into account a population increase of 1000 people. In the case of football it can be seen that there are no full teams projected with the increased population.

**Table 3. Football Future demand**

<b>Sport and Age Groups</b>	<b>Number of teams in age group within the area</b>	<b>Current population in age group within the area Source: Population NISA Sub national Mid-Year 2012</b>	<b>Future population in age group within the area</b>	<b>Current TGR</b>	<b>Population Change in Age Group 2023</b>	<b>Potential Change in Team Numbers in Age Group</b>
Football Adult Men 11v11 (16-45yrs)	2	1135	1257	567.5	122	0.2
Football Adult Women 11v11 (16-45yrs)	0	1218	1347	0	129	0
Football Youth Boys 11v11 (12-15yrs)	4	172	190	43	18	0.4
Football Youth Girls 11 v 11 (12 – 15yrs)	0	161	178	0	17	0
Football Youth Boys 9 v 9 (10 – 11yrs)	3	118	131	39	13	0.3
Football Mini Soccer Mixed 7 v 7 (8 – 9yrs)	5	207	229	41	22	0.5

4.8.2. The key issues are:

- Tenterden Tigers have no home ground or a clubhouse but have 350 young people participating in the club.
- There is no local artificial training pitch for either Tenterden Tigers or Tenterden Town FC to use.
- Drainage of all natural turf pitches including Homewood School requires attention
- The pavilion at Tenterden Recreation Ground is in need of refurbishment/renewal.
- Tenterden Town FC play at the Recreation Ground and have aspirations to compete in the Kent County Premier League Step 5 of the Football Associations Football Pyramid.

4.9. **Future options for development**

4.9.1. Following consideration of the sites and discussion with key stakeholders the following two options are provided as suitable options to deliver the long term requirements for the town in relation to football.

4.9.2. **Option 1**

- Provide a 3<sup>rd</sup> 4<sup>th</sup> generation pitch at Homewood School with floodlights.
- Set up a community use agreement for use of the 3<sup>rd</sup> generation pitch for Tenterden Tigers and Tenterden Town FC
- Provide a club house and playing pitch facilities at Appledore Road (Homewood School Playing Field) expanding onto private land behind for Tenterden Tigers.
- Provide a clubhouse and playing pitches - 1 junior pitch, 1 x 9 v 9 pitch, 1 x 7 v 7 pitch, mini soccer pitch and small sided training pitch x 2.
- Keep senior pitch at the Recreation Ground with improved pavilion and changing facilities.

4.9.3. **Option 2**

- Provide a 3<sup>rd</sup>/4<sup>th</sup> generation pitch (full size) at Homewood School with floodlights on the existing redgra area.
- The school provide land behind the fire station on the Homewood School site at a peppercorn rent for Tenterden Tigers to build a club house.

## Tenterden Town Council Sports and Leisure Facility Strategy

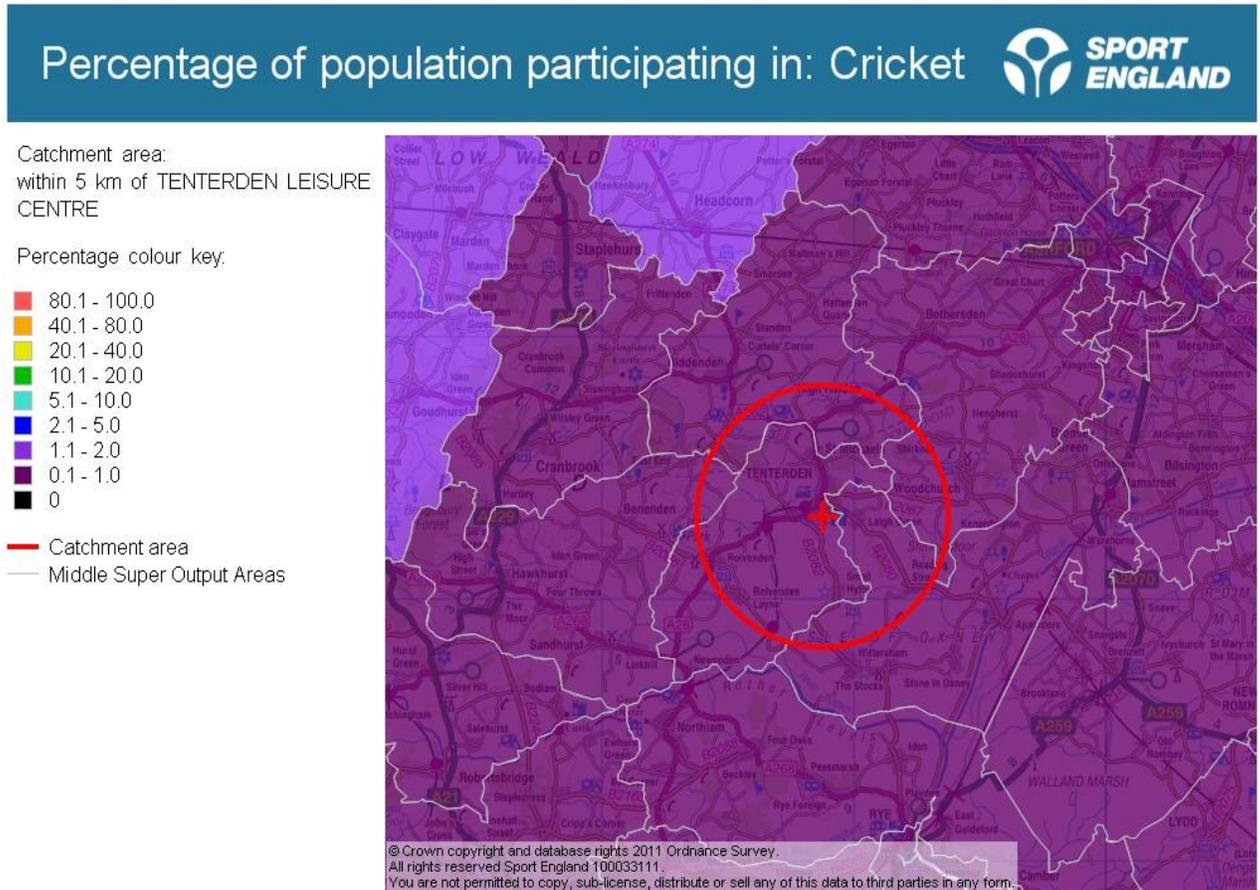
- The partnership of the Town Council, Homewood School and Tenterden Tigers provides a community use agreement to include a pricing structure and programme of use by Tenterden Tigers and Tenterden Town FC
- 4.9.4. The school would have use of the artificial pitch during the school day and community use evenings, weekends and school holidays. With secured use by Tenterden Tigers and Tenterden Town FC for training and competitive matches.
- 4.9.5. The use of the artificial pitch by the school could reduce the use of the natural turf pitches on the school site and could provide additional capacity for use by the community e.g. Tenterden Tigers FC at the weekend. If required fencing could be erected to aid the security of the school ground to and from the pitches.
- 4.9.6. The artificial pitch could be marked out to accommodate a full size pitch and two 9 v 9 pitches and training pitches. The grass pitches should be part of the community use agreement and could be used for 7 v 7 and junior 11 v 11. This could create a home for Tenterden Tigers.
- 4.9.7. Tenterden Town FC – New changing accommodation to be provided at the Recreation Ground and new drainage provided. Tenterden Town FC would have a community use agreement for the use of the 3<sup>rd</sup> generation pitch at Homewood School.

## 5. CRICKET ASSESSMENT

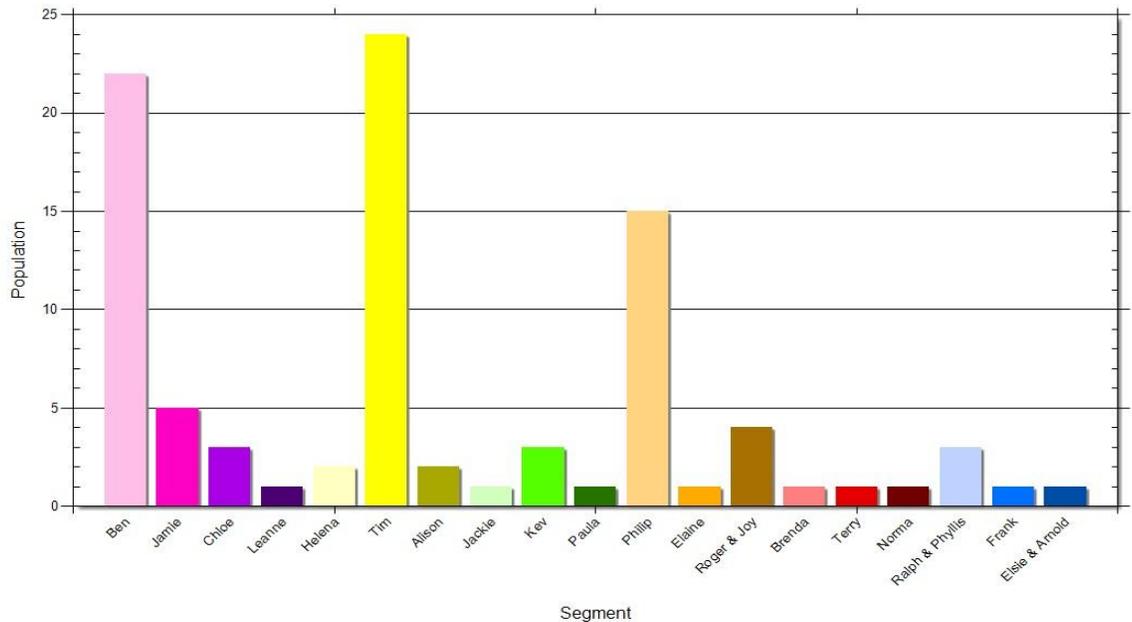
### 5.1. Market Segmentation

5.1.1. The profile of cricket participation within 5km of Tenterden Leisure Centre is set out in the map and the chart below.

**Map 3: Percentage of population participating in Cricket**



Population within catchment area participating in: Cricket 



5.1.2. The key findings from both the map and the bar chart are that:

- across the most of the 5km catchment 0.1 – 1% of the adult population participate in cricket; and
- it is the three male market segments of Tim, Ben and Philip who are the main groups participating in cricket (the same as for football)

5.1.3. The three segments provide 61 adults and across all 19 segments it is 92 participants.

**5.1.4. Number of Teams**

5.1.5. The audit for the strategy assessment has been undertaken using the 2013 season information provided by Tenterden Town Council and cricket clubs.

5.1.6. The Playing Pitch assessment identifies that there are 2 cricket clubs playing at cricket facilities in Tenterden, with 8 teams. The breakdown of these teams is shown in the table below.

**Table 4. Cricket Teams in 2013**

Team Type	Number of teams
Junior Cricket - Girls	0
Junior Cricket - Boys	2
Senior Cricket – Women’s	0
Senior Cricket – Men’s	6
<b>TOTAL NUMBER OF TEAMS</b>	<b>8</b>

5.1.7. The table below identifies the cricket pitches that are available across Tenterden Town Council. The Table below provides an analysis of each site:

**Table 5. Cricket Pitch Analysis**

Site Name	No of Pitches	Quality	Site Comments
<b>Tenterden Cricket Club</b>	1 Square	Good quality grounds and pavilion	There are no other sports played on the outfield. The grounds are well maintained and so is the pavilion.  The club has funds to put in place new outdoor cricket nets.  There is no non-turf wicket.
<b>Pick Hill Cricket Ground</b>	1 Squares	The grounds are of a standard quality as is the pavilion.	The grounds has no non-turf wicket.

## 5.2. Surplus or Deficit

5.2.1. The current number of cricket squares across Tenterden is deemed to be sufficient for the current number of teams and different times and days of the week that teams play. However, this will require Tenterden Cricket Club sharing Small Hythe Cricket Clubs ground on a Saturday in the future.

## 5.3. Cricket Consultation

5.3.1. Tenterden Cricket Club would like to provide for women’s team and additional colts teams in the future. They have received funding from Kent County Council to assist the club with providing new outdoor net facilities. The clubs main concern is finding a ground for their third Saturday Team to play. They are considering asking Small Hythe Cricket Club at Pick Hill half a mile from their own ground if the third team could hire their ground on alternate Saturdays.

5.3.2. There is no non-turf wicket at either Tenterden Cricket Club or Small Hythe Cricket Club.

#### 5.4. Future Population Increases

5.4.1. The table below looks at projecting team generation rates to identify if there is a future demand for cricket through population increases by TENT 1. The assessment has used ONS Ward population data by gender and age. To project the population we have used existing demographic percentage by age bands and projected the population in the future age bands taking into account a population increase of 1000 people.

5.4.2. In the case of cricket it can be seen that there could be demand for an additional adult men's team. This could still be catered for with use of the Pick Hill Cricket Ground.

**Table 6. Changes in Cricket Team Numbers to 2023**

Sport and Age Groups	Number of teams in age group within the area	Current population in age group within the area Source: ONS Population	Future population in age group within the area	Current TGR	Population Change in Age Group	Potential Change in Team Numbers in Age Group
Cricket Open Age Men's (18-55yrs)	6	1654	2007	276	353	1.3
Cricket Open Age Women's (18-55yrs)	0	1828	0	0	0	0.0
Cricket Junior Boys (7-18yrs)	2	608	708	304	100	0.3
Cricket Junior Girls (7-18yrs)	0	579	0	0	0	0.0

5.4.3. **Key Issues**, the key issues for cricket are:

- provision of an additional square on a Saturday afternoon for Tenterden Cricket Club
- increased usage by additional women's team, junior colts and population growth predicting an increase in one men's team

#### 5.5. Future Options for Development

5.6. Provide a non-turf cricket wicket at Tenterden Cricket Club for midweek use by current and future colt's teams and Women's team.

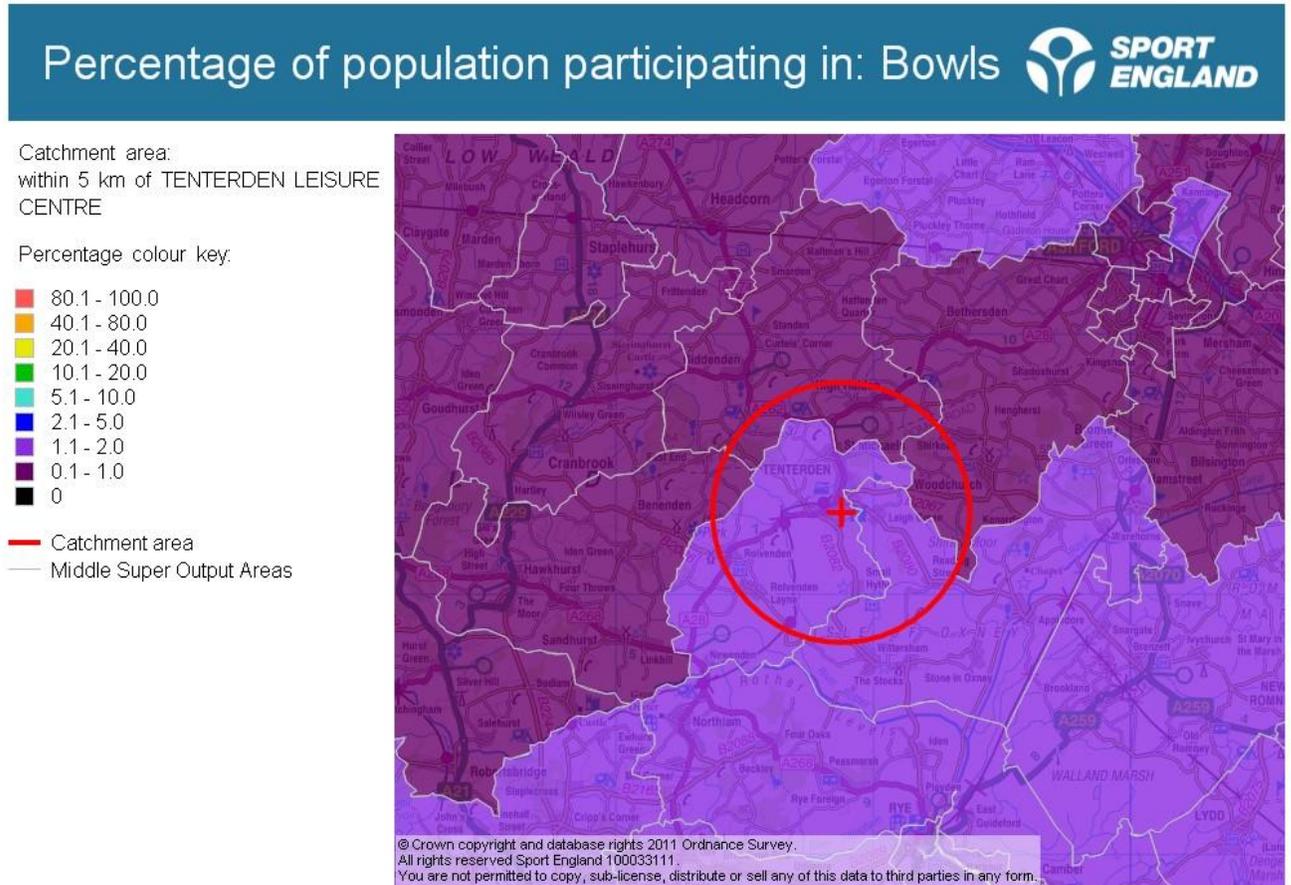
5.7. Assist with discussions between the two clubs if required to bring about the hire of the Pick Hill cricket ground for the Tenterden Town 3<sup>rd</sup> team and for both clubs to work together to provide cricket for the projected team as part of the population growth of TENT 1.

## 6. BOWLS ASSESSMENT

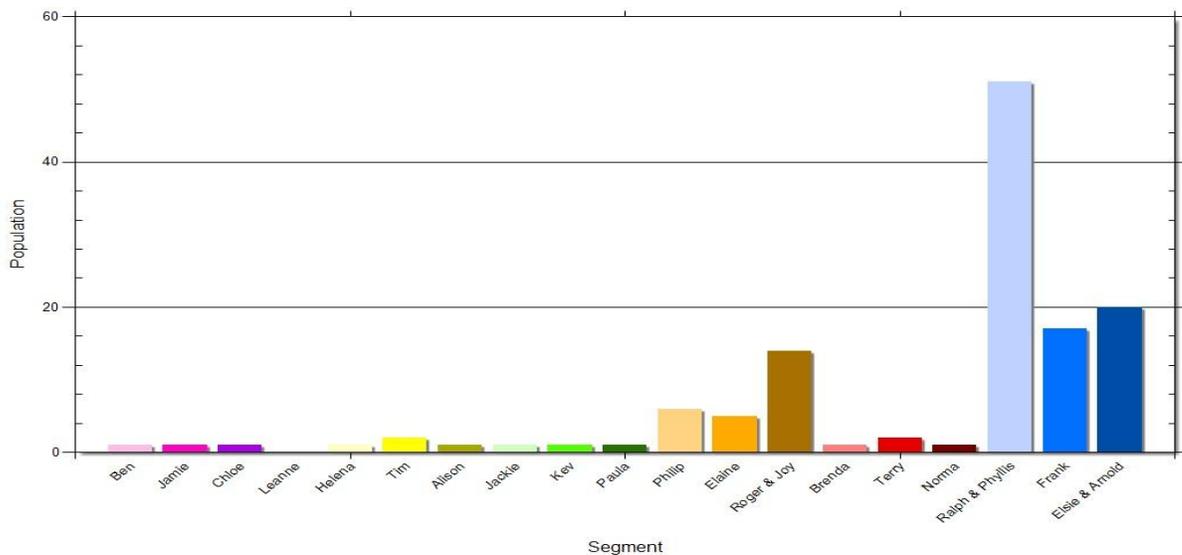
### 6.1. Market Segmentation

6.1.1. The profile of bowls participation within 5km of Tenterden Leisure Centre is set out in the map and chart below.

**Map 4: Percentage of population participating in Bowls**



Population within catchment area participating in: Bowls 



6.1.2. The key findings from both the map and the bar chart are that:

- across the most of the 5km catchment 0.1 – 1% of the adult population participate in bowls. There is a higher demand for bowls to the North, North East and North West of Tenterden; and
- It is the three older segments of Ralph and Phyllis, Frank, and Elsie and Arnold who are the main groups participating in bowls.

6.1.3. The three segments provide 88 participants and across all 19 segments it is 127 participants.

6.1.4. Sport England Market Segmentation has identified that a further 33 people that currently do not participate in bowls would like to participate in bowls within the 5km catchment area of the Leisure Centre.

**6.2. Number of Clubs**

6.2.1. There is one bowls club in Tenterden. Tenterden Bowls Club. The bowls club is situated at the Recreation Ground and are keen to stay there. There is a six rink green and the clubs men’s and women’s teams play in the Weald and Mermaid Leagues.

6.2.2. The club’s built facilities are variable in quality and they are unable to use their facilities in the winter due to lack of heating and poor lighting. Changing rooms also require refurbishment.

6.2.3. The club is happy to share with any tennis club that could be developed on the site as the more the site is used the fewer opportunities there will be for vandalism and damage to the facilities.

6.2.4. Improved facilities would also make the bowls club more attractive to new members, particularly if they are able to offer short mat bowls in the winter.

6.2.5. The bowls club is open to new members and have developed a programme with local schools. Additional road signage would help promote the club.

### **6.3. Future Population Increases**

6.3.1. Tenterden has a significantly higher number of retired people (34%), many of whom have a higher than their age groups average level of participation in sport and physical activity. Theoretically if the level of retired people was to continue with the new TENT 1 population (1000) a percentage of 340 people could be attracted to participate in bowls. Taking into account the Sport England Market Segmentation rates, this though would only be 3-4 people that would be attracted to participate in bowls.

### **6.4. Key Issues**

6.5. The key issues for bowls are:

- Quality of the clubs pavilion and changing rooms.

### **6.6. Future Options for Development**

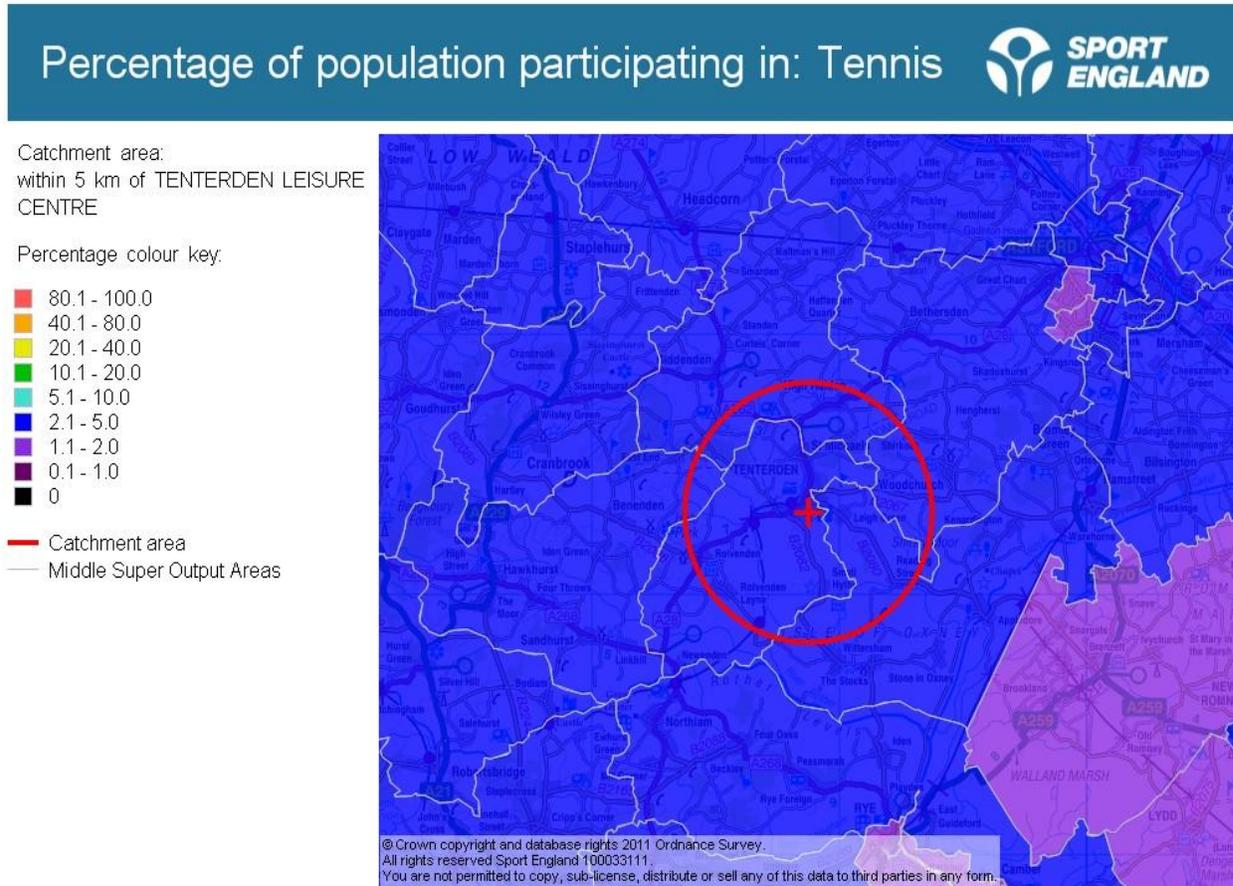
6.6.1. Improvements to the clubs pavilion and changing rooms – ability to play short mat bowls in the winter months

## 7. TENNIS ASSESSMENT

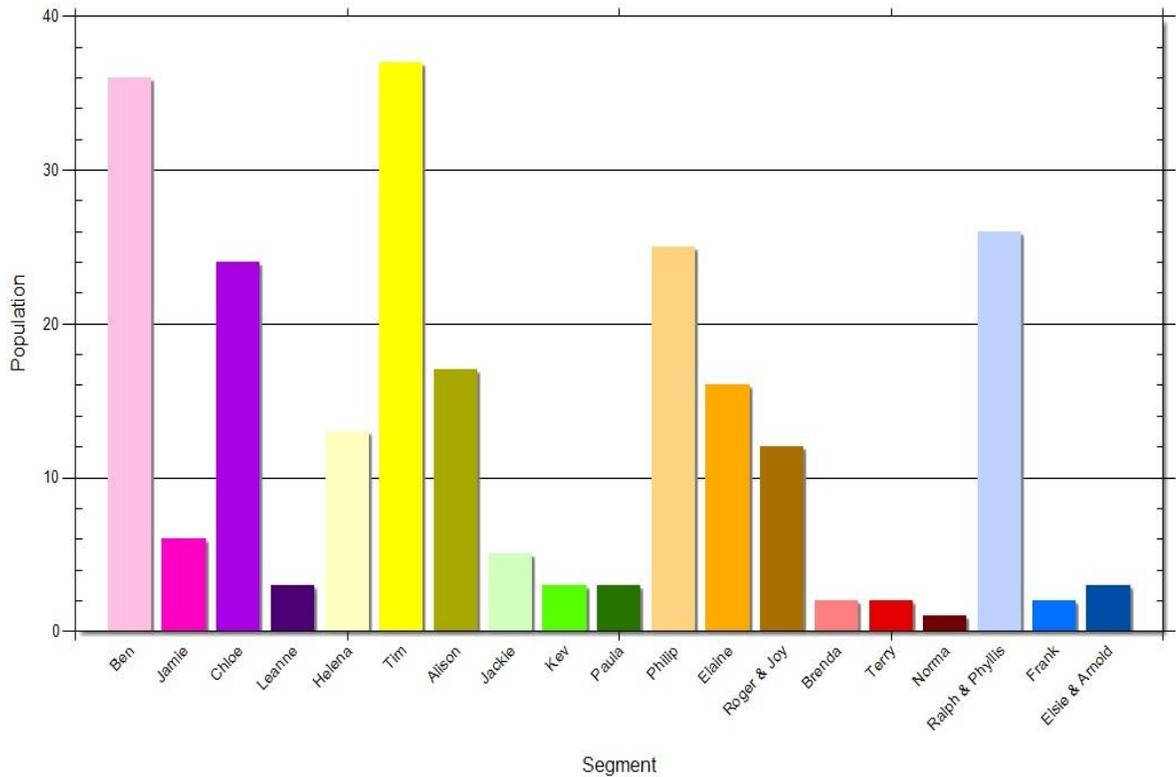
### 7.1. Market Segmentation

7.1.1. The profile of tennis participation within 5km of Tenterden Leisure Centre is set out in the map and chart below.

**Map 5: Percentage of population participating in Tennis**



Population within catchment area participating in: Tennis 



7.1.2. The key findings from the map and the bar chart are;

- that across the 5km catchment 2.1 -5% of the adult population participate in Tennis.
- The main participating segments in tennis are Tim, Ben, Philip, Chloe and Ralph and Phyllis.
- The five segments provide 148 adult participants and across all 19 segments it is 236 participants.
- Sport England Market Segmentation has identified that a further 236 people that currently do not participate in tennis would like to participate in tennis within the 5km catchment area of the Leisure Centre.

## 7.2. Number of Clubs

7.2.1. There are no tennis clubs in Tenterden. The nearest club is at Biddenden, which is very active and attracts a number of members from Tenterden.

7.2.2. There are 2 outdoor tennis courts in Tenterden and these are situated at the Recreation Ground. These courts are perceived to be underused.

## 7.3. Future Population Increases

7.3.1. With the population increase of TENT1 (1000). It is considered that a proportion of these new residents will want to play tennis. Sport England Market Segmentation suggest up to 5% (50 participants).

## 7.4. Key Issues

7.4.1. The key issues for tennis are:

- No tennis club in Tenterden to drive tennis usage and participation
- No quality changing facilities or pavilion for a tennis club to use and
- No tennis coaching provided.

## 7.5. Future Options for Development

7.5.1. Provide a third tennis court to allow for development of a mixed programme of tennis and allow all three courts to be leased. The lease to state that so many hours must be allowed on the courts for coaching, club use, and casual use and from year 2 a tennis club must be in situ.

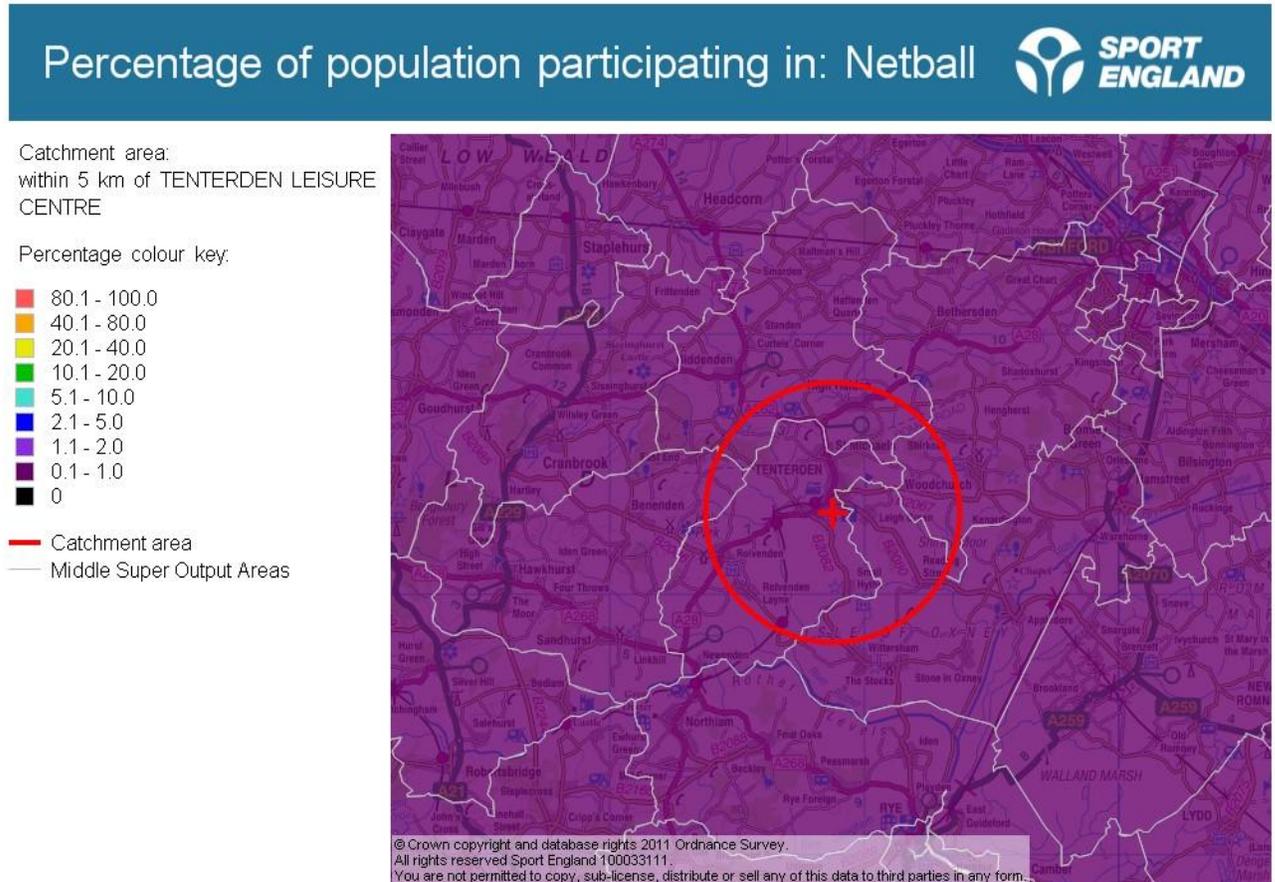
7.5.2. The tennis courts must have access to a pavilion for tennis club use.

## 8. NETBALL ASSESSMENT

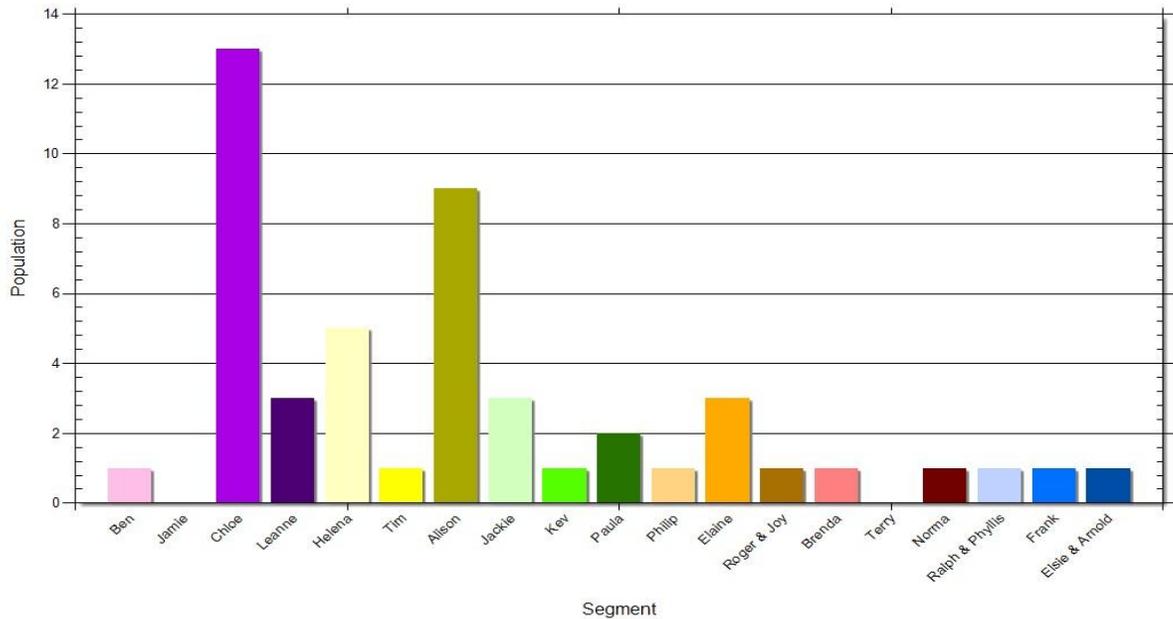
### 8.1. Market Segmentation

8.1.1. The profile of netball participation within 5km of Tenterden Leisure Centre is set out in the map and chart below.

**Map 7: Percentage of population participating in Netball**



Population within catchment area participating in: Netball 



8.1.2. The key findings from the map and the bar chart are that across the 5km catchment 0.1 - 1% of the adult population participate in Netball.

8.1.3. The main participating segments in netball are Chloe and Alison.

8.1.4. The two segments provide 22 participants and across all 19 segments it is 48 participants.

8.1.5. Sport England Market Segmentation has identified that a further 42 people that currently do not participate in netball would like to participate in netball within the 5km catchment area of the Leisure Centre.

**8.2. Number of Clubs**

8.2.1. There is one netball club in Tenterden. Tenterden Tornadoes Netball Club. The club currently trains at Homewood School on a Wednesday evening and is open to anyone over the age of 15 to join.

**8.3. Future Population Increases**

8.3.1. With the population increase of TENT1 (1000). It is considered that a proportion of these new residents will want to play netball. Sport England Market Segmentation suggest up to 1% (10 participants).

**8.4. Key Issues**

8.4.1. There is no current development of junior netball under 15 years.

**8.5. Future Options for Development**

8.5.1. In providing a third tennis court to allow for development of a mixed programme of tennis this could also allow for an additional netball court to be marked on the new tennis court allowing additional netball court space for the development of junior Netball.

## 9. INDOOR SPORTS FACILITIES

9.1. The main sports facilities in Tenterden for community access are the Tenterden Leisure Centre and Homewood School.

9.2. The key facilities for the centres are detailed in the table below;

**Table 7. Indoor Sports Facilities**

Facility	Tenterden Leisure Centre	Homewood School
Sports Hall	4 court hall	6 court hall
Gymnasium	-	1 basketball sized hall
Swimming Pool	6 lane swimming pool with leisure area	-
Fitness Suite	50 station fitness suite with free weights	-
Studio's	2	2
Red gra	-	Yes
Theatre	-	Sinden Theatre – 231 seats
Drama Studios	-	Yes
Catering	Cafe	-

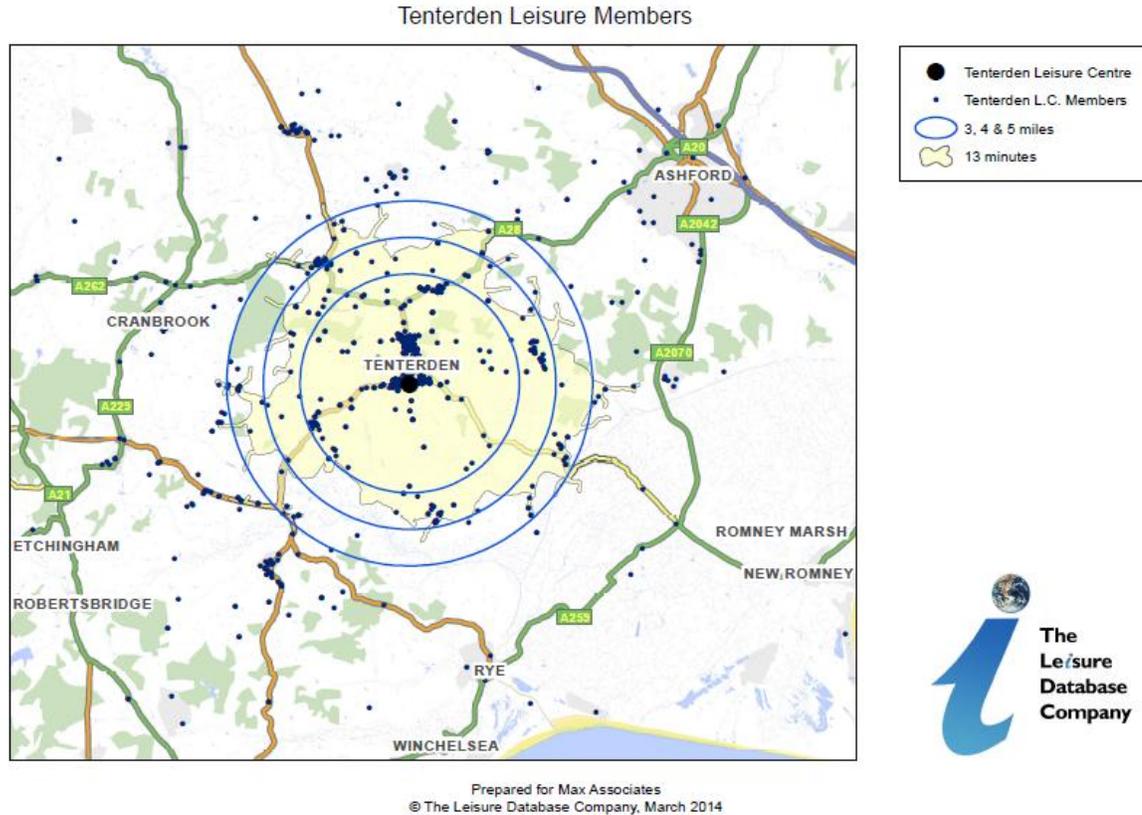
9.3. Tenterden Leisure Centre is fully accessible to the community and Homewood School is available in evenings and weekends, post school activities, which is generally

- Monday – Friday - 4pm – 9:30pm
- Saturday mornings
- Sunday - closed

### 9.4. Catchments

9.4.1. In order to assess the catchment of the existing Tenterden Leisure Centre, the postcodes of both fitness members and other users were mapped.

### Map 8 - Member Dot Map



9.4.2. The postcodes of 1,005 members were geo-coded and plotted on the map above. The map also shows 1, 3 & 5 mile bands and a 13 minute drive time. The 13 minute catchment extends roughly 5 miles along all the main arteries out of Tenterden.

9.4.3. Tenterden is a town in the middle of rural Kent, with no other major centre of population within easy reach and itself only has a population of around 8,000. Even a small town, however acts as a focus for leisure from a large number of satellite villages and hamlets, with many people willing to travel above average distances (e.g. more than 3 miles as the crow flies or 10 mins drive) to get to the centre.

9.4.4. In total, only 54% of current users live within 3 miles of the leisure centre (home to 12,000 people), rising to 74% within 5 miles (home to just over 21,000 people).

9.4.5. In terms of travel time, this equates to 61% within 10 mins drive, rising to 75% within 13 mins (home to 21,006 people).

9.4.6. Apart from Tenterden and St Michaels, 13 minutes drive extends: west to reach Benenden, also including Rolvenden and East End; north to include Biddenden and reaches the fringes of Bethersden; east to take in Woodchurch and south east to Appledore; south to Wittersham. Almost all members within 13 minutes would also be within 5 miles radius of the leisure centre.

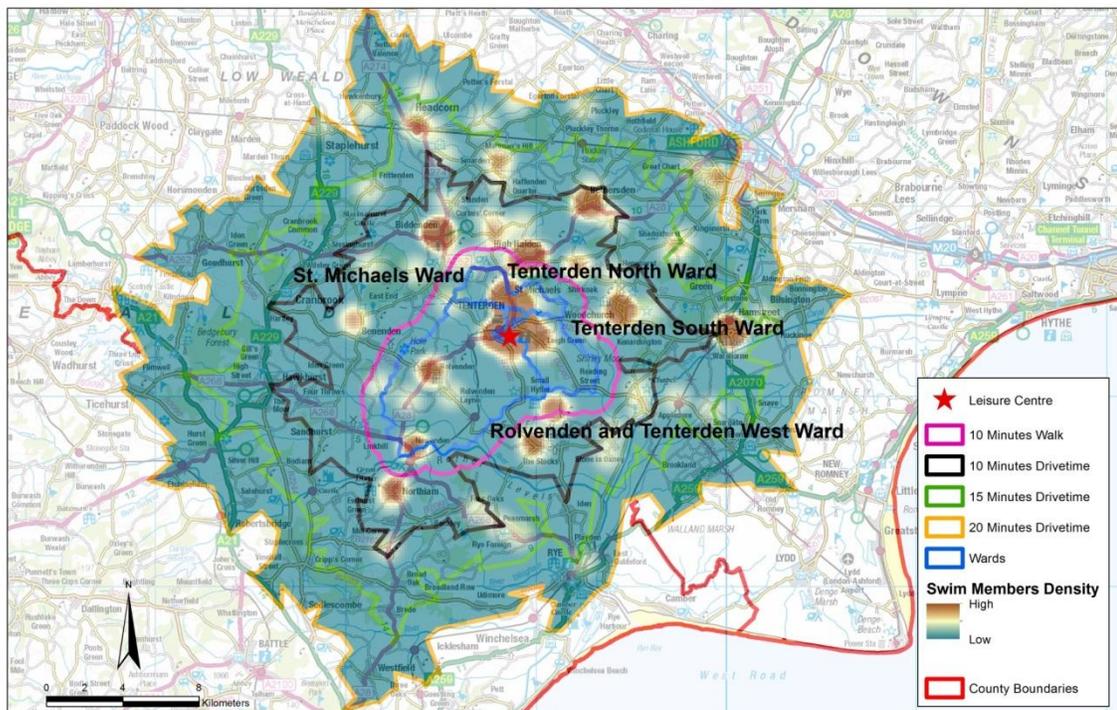
## Tenterden Town Council Sports and Leisure Facility Strategy

9.4.7. The clusters of existing members which are not within either 13 minutes drive or 5 miles radius are to be found in Sandhurst and Northiam, to the south west and most notably, in Headcorn and Smarden, to the north. Headcorn is a sizeable village with a population of around 3,500 but has no fitness or swimming facilities of its own.

9.4.8. There is very little member take up from outside the 13 minutes drive time towards Cranbrook, to the west, Rye, to the south or Ashford, to the east, all of which have at least one substantial wet/dry leisure centre.

9.4.9. The other users of the centre were also mapped these included swimming members and those that had centre membership or were able to book activities at the centre. The latter are likely to use the center less regularly than the fitness and swimming members.

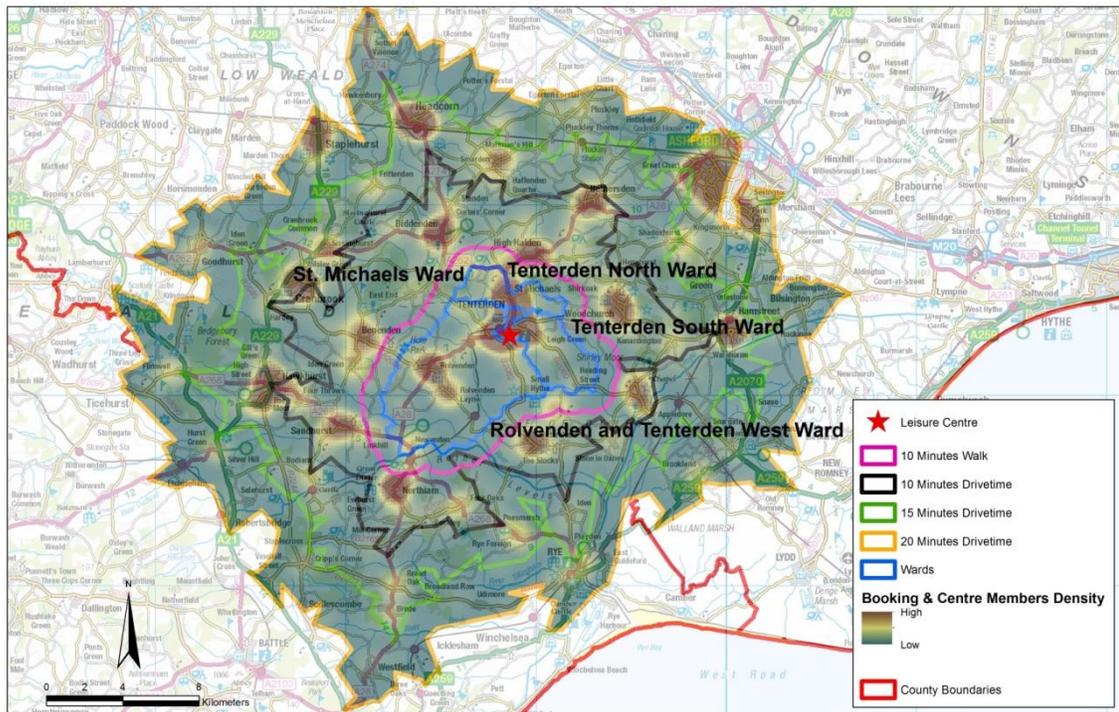
**Map 9 - Member Dot Map**



**Swim members density**



Map 10 - Member Dot Map



Booking & centre members density



9.4.10. The catchment for the swimming membership is similar to the fitness members and that for other users slightly larger extending to the 15 minutes' drive time.

9.4.11. This therefore suggests that the effective catchment for the centre is up to 13 minutes for fitness and up to 15 minutes for other activities.

9.5. Catchment Analysis

9.5.1. Although the town has no mainline railway station, the relative proximity of Headcorn and, in particular, Ashford International mean that the town and environs are potentially home for London commuters and this brings with it a number of the more affluent country dwellers and largely well-off local population.

9.5.2. 21.4% of the 13 minute population are described as Mosaic group B Professional Rewards ('experienced professionals in successful careers enjoying financial comfort in semi-rural homes'). Some of these are conveniently placed to get to their jobs by car or car & train; others, such as B10 Parish Guardians are older people, approaching retirement, whose children may have left home and are starting to wind down and enjoy the rural lifestyle.

- 9.5.3. Not surprisingly, the largest single segment around Tenterden is C Rural Solitude (24.4%). While some of these are farmers and those living on a comfortable pension in the countryside (C11 Country Loving Elders), a significant proportion fall into the C11 Squires among Locals category: well off people who may be working in London, for example, but who have made a conscious lifestyle choice to enjoy quality of life in the country. All of these people have sufficient disposable incomes to pay for private sector leisure facilities if they want to – including, for example, golf clubs which do not have a gym or pool.
- 9.5.4. Note that, in addition to the above, an important strand of the wealth in the area is represented by Mosaic group E Active Retirement, which contains a considerable number of people (E20 Golden Retirement) who are in their sixties and seventies with considerable assets behind them. They may not be gym-goers, first and foremost, but might enjoy a swim or keep fit class every week.
- 9.5.5. The less affluent tradespeople who make every small town tick are mostly represented by group D Small Town Diversity (22.4% of the 13 minute drive time population). A type such as D17 Jacks of All Trades tend to show little mobility over the course of their lives and live comfortably on the back of small businesses and skilled occupations. Disposable incomes are much more modest than those in groups B & C and they tend to be much more price conscious when it comes to leisure offers.
- 9.5.6. Group I Ex-Council Community, which accounts for 10% of the population, is another segment where people will be careful with money, even to the extent (I41 Stressed Borrowers) of being saddled with debt. Clearly this means that they may tend to come and go as members or be reluctant to use direct debit arrangements.
- 9.5.7. As part of Ashford Borough Council's Tenterden & Rural Sites Plan, a total of c.450 new homes are expected to be built on the south side of the town by 2021. These will be well within easy reach of the leisure centre and, we assume, generally inhabited by people with a high propensity to visit gyms.
- 9.5.8. The mosaic profile for the 13 minute catchment is detailed in the table below.

## MOSAIC UK Profile Report

Target Area: 13 minute drive time around Tenterden Leisure Centre

Base Area: England

	Tenterden LC - 13 mins	Tenterden LC - 13 mins	England	England %	Penetration	Index
<b>Groups</b>						
A Alpha Territory (Pop)	128	0.61	1,932,987	3.65	0.01	17
<b>B Professional Rewards (Pop)</b>	<b>4,473</b>	<b>21.29</b>	<b>4,619,703</b>	<b>8.72</b>	<b>0.10</b>	<b>244</b>
<b>C Rural Solitude (Pop)</b>	<b>5,132</b>	<b>24.43</b>	<b>1,994,154</b>	<b>3.76</b>	<b>0.26</b>	<b>649</b>
<b>D Small Town Diversity (Pop)</b>	<b>4,701</b>	<b>22.38</b>	<b>4,589,967</b>	<b>8.66</b>	<b>0.10</b>	<b>258</b>
<b>E Active Retirement (Pop)</b>	<b>2,271</b>	<b>10.81</b>	<b>1,934,311</b>	<b>3.65</b>	<b>0.12</b>	<b>296</b>
F Suburban Mindsets (Pop)	354	1.69	6,965,396	13.14	0.01	13
G Careers and Kids (Pop)	878	4.18	2,911,722	5.49	0.03	76
H New Homemakers (Pop)	130	0.62	2,393,828	4.52	0.01	14
I Ex-Council Community (Pop)	2,131	10.14	4,766,436	8.99	0.04	113
J Claimant Cultures (Pop)	0	0.00	2,993,713	5.65	0.00	0
K Upper Floor Living (Pop)	0	0.00	2,518,477	4.75	0.00	0
L Elderly Needs (Pop)	559	2.66	1,774,757	3.35	0.03	79
M Industrial Heritage (Pop)	211	1.00	4,184,000	7.90	0.01	13
N Terraced Melting Pot (Pop)	0	0.00	4,314,892	8.14	0.00	0
O Liberal Opinions (Pop)	0	0.00	4,723,267	8.91	0.00	0
<b>Population estimate 2012</b>	<b>21,006</b>	<b>100.00</b>	<b>52,990,142</b>	<b>100.00</b>	<b>0.04</b>	<b>100</b>

## 9.6. Sport England Market Segmentation Analysis

9.7. Using the Sport England market segmentation tool centred on Tenterden Leisure Centre and looking at drivetime segments up to 15 minutes, it can be seen that the single largest group is Ralph and Phyllis. Elsie and Arnold are the second largest group, with Roger and Joy as the 3<sup>rd</sup>. This is a significant variation from the national average where Tim is the second largest group, with Phillip the 3<sup>rd</sup>.

## Tenterden Town Council Sports and Leisure Facility Strategy

	0-2.5 mins	2.5-5 mins	5-10 mins	10-15 mins	Total
Dominant Segment	Ralph & Phyllis				
Ben	207	206	395	707	1,515
Jamie	94	15	97	67	273
Chloe	204	249	458	930	1,841
Leanne	74	20	95	78	267
Helena	143	112	361	559	1,175
<b>Tim</b>	<b>284</b>	<b>407</b>	<b>740</b>	<b>1,389</b>	<b>2,820</b>
Alison	163	265	456	877	1,761
Jackie	118	94	169	243	624
Kev	102	44	186	95	427
Paula	108	38	172	86	404
<b>Philip</b>	<b>283</b>	<b>298</b>	<b>671</b>	<b>1,136</b>	<b>2,388</b>
<b>Elaine</b>	<b>279</b>	<b>253</b>	<b>527</b>	<b>976</b>	<b>2,035</b>
Roger & Joy	325	227	527	702	1,781
Brenda	91	23	114	106	334
Terry	92	29	126	78	325
Norma	33	16	67	30	146
<b>Ralph &amp; Phyllis</b>	<b>612</b>	<b>414</b>	<b>786</b>	<b>1,416</b>	<b>3,228</b>
Frank	160	46	229	186	621
Elsie & Arnold	379	126	455	374	1,334
<b>Total</b>	<b>3,751</b>	<b>2,882</b>	<b>6,631</b>	<b>10,035</b>	<b>23,299</b>

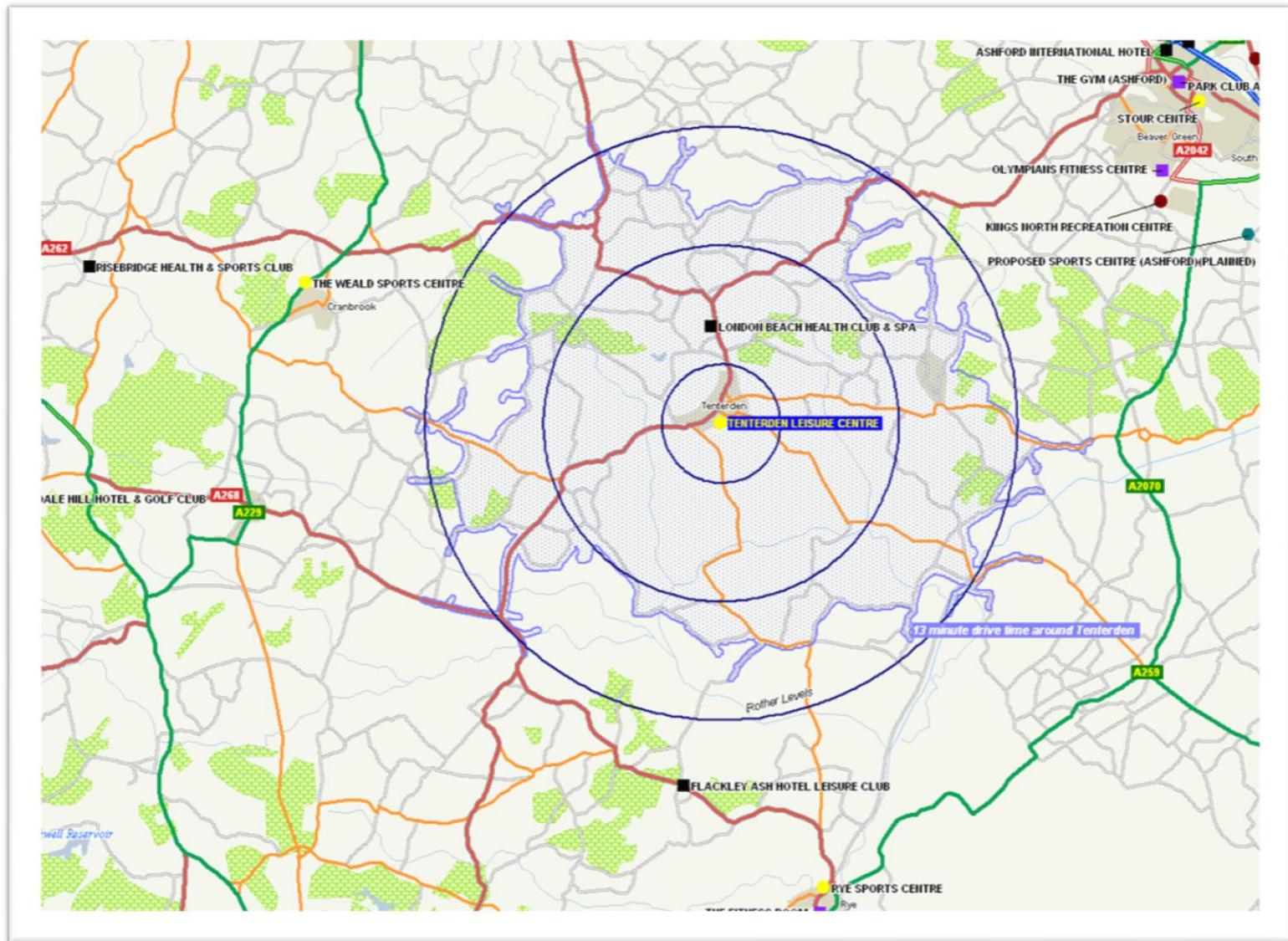
9.7.1. Overall, the population that the leisure facilities are catering for is between 21,000 in the 13 minute catchment and 23,300 in the slightly larger 15 minute catchment. This excludes children. It is estimated that there are 5,000 0-14 year olds in the 15 minute catchment of the centre.

9.7.2. Taking into account the additional population planned due to the new housing in TENT1 of between 1,035 and 1,089, there would be in the region of 24,330 adults in the catchment area.

### 9.8. Competition

9.9. The fitness competition is detailed in the map over.

Map 11. Fitness Competition



- 9.9.1. There is only one other fitness provider within 5 miles / 13 minutes' drive of the leisure centre. London Beach Health Club & Spa is 2 miles to the north and is a private members' club where facilities include a 17m swimming pool, 30 station gym, dance studio and 7 treatment rooms, as well as the 9 hole golf course. There are c.450 members. Monthly membership costs more than £70, so clearly this is a high end offering not available to earners right across the scale and represents a substantial commitment for anyone.
- 9.9.2. Those living on the fringes of the 13 minutes' have a handful of choices heading away from Tenterden. These include The Weald Sports Centre in Cranbrook (to the west), run for Tunbridge Wells council by Fusion. Facilities include a 48 station gym, 25m pool and 4 court sports hall. There are around 900 members, paying up to £44/month.
- 9.9.3. Rye Sports Centre is run by Freedom Leisure for Rother DC and has a 25m pool, 4 court sports hall and 31 station gym, as well as a studio and squash court. Membership is £38/month. The Fitness Room in Rye is a small private establishment with 27 station gym and studio (£32/month).
- 9.9.4. Between Rye and Tenterden, but still well outside the core catchment area for TLC, is Flackley Ash Hotel Leisure Club, which has a small pool and gym and 3 treatment rooms (£35/month).
- 9.9.5. 13 minutes' drive takes you to Bethersden, half way along the A28 from Tenterden to Ashford, where the range of facilities on offer is greatest, including a large public leisure centre in the shape of the Stour Centre and a low cost offering (The Gym - £16.99). Bannatynes also claim to have more than 3,000 members. Some of those who commute by train from Ashford and drive between Tenterden and Ashford may prefer to use facilities nearer the station.

#### **9.10. Latent Fitness Demand**

- 9.10.1. The supply demand model suggests it should be possible to attract 1,009 members from within 13 minutes' drive. If it is assumed that, as at present, around a quarter of all members will come from further afield, this figure rises to 1,345. An allowance has also been made for the way the local population would increase from the TENT1 development. It is difficult to project, with certainty, at what stage this kind of demand comes on stream but we have made some allowance for penetration within the c.1,000 people who might live there at a higher rate than across the catchment as a whole, adding a further 90 members, leading to a total demand of 1,435. The overall result is a demand figure of **430** more than the current membership total. Because the price point at London Beach is so high and the leisure centre price relatively low, considering the strong local demographic, there would appear to be limited scope to release a brand new strand of members from the lower end of the market, purely on grounds of price.

## 9.11. Swimming Pools

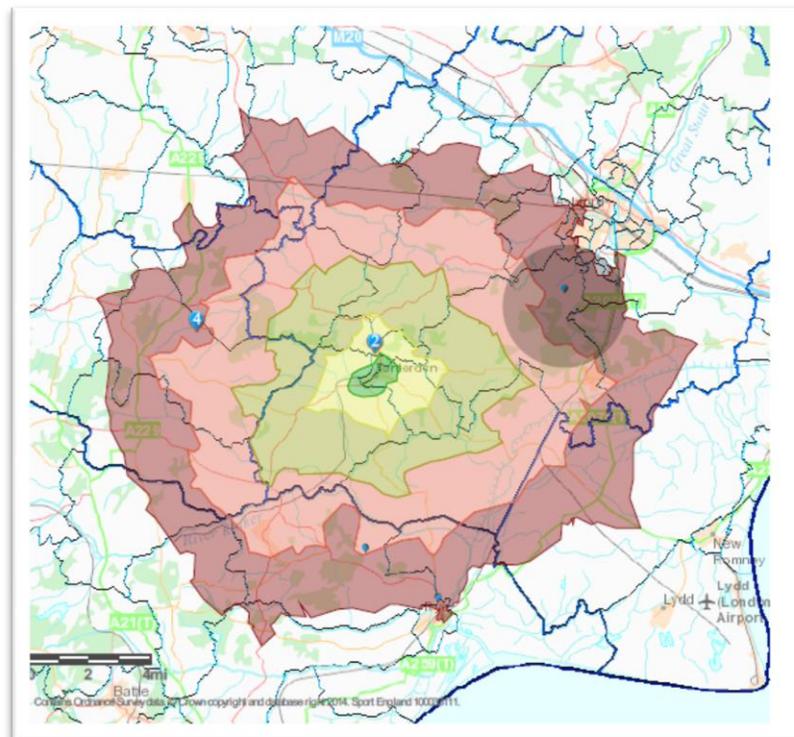
9.11.1. Swimming pools within a 15 minute drive time are mapped below. The facilities include;

- Tenterden Leisure Centre
- London Beach Health Club & Spa
- Benenden School
- Dulwich College Prep School
- Flackley Ash Hotel Leisure Club
- Rye Sports Centre
- The Weald Sports Centre

9.11.2. Using the Sport England Facility Calculator for Ashford Borough Council as a whole it calculates that for the Borough with a total population of 117,956, the total demand for swimming (in pool lanes) is 23.53 lanes. Therefore if this proportion is used for the existing catchment population of 23,300 in the 15 minute catchment, the demand would be for 4.6 lanes. With the new planned housing, the population would increase to 24,330, the demand therefore would be 4.9 lanes.

9.11.3. The current pool has 6 lanes and also a leisure pool area. Therefore the desk based assessment would suggest that demand is and will be satisfied with the existing provision. It is noted that there are also pools at in the 10-15 minute drive time that could be serving the buffer areas.

**Map 12 – Swimming Pools within 15 minutes of Tenterden Leisure Centre**



## 9.12. Sports Halls 15 minutes

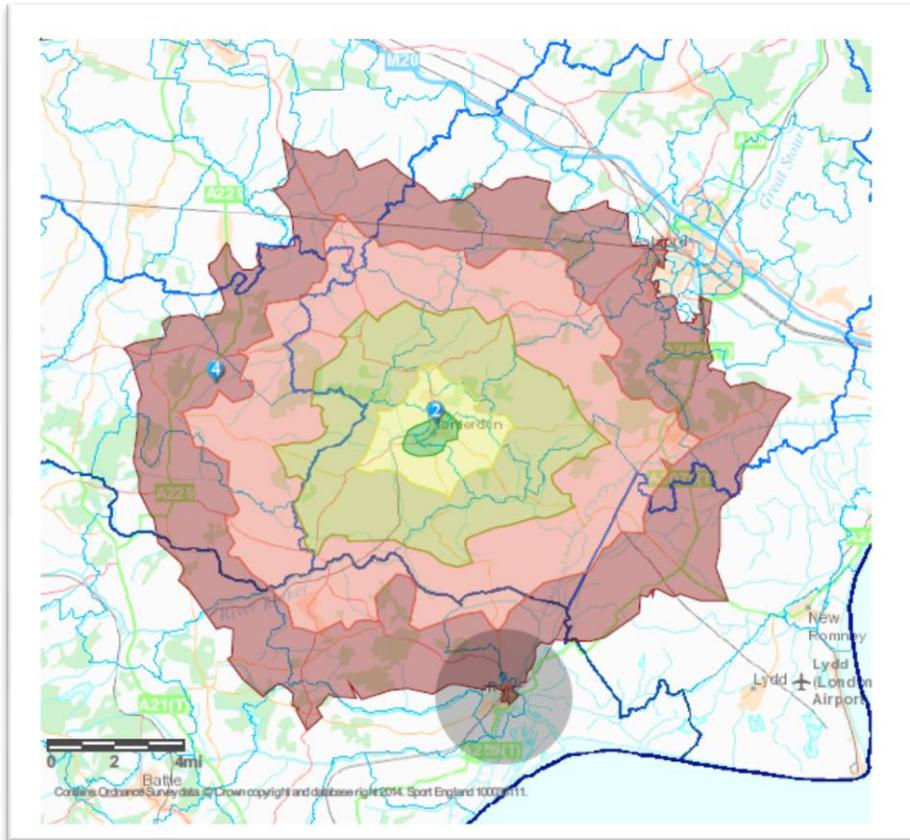
9.12.1. All sports halls within a 15 minute drive time are mapped below. The facilities include;

- Homewood School And Sixth Form Centre
- Tenterden Leisure Centre
- Benenden School
- Cranbrook School
- High Weald Academy
- Rye Sports Centre
- The Weald Sports Centre

9.12.2. Using the Sport England Facility Calculator for Ashford Borough Council as a whole it calculates that for the Borough with a total population of 117,956, the total demand for sports halls (in badminton courts) is 32.13 courts. Therefore if this proportion is used for the existing catchment population of 23,300 in the 15 minute catchment, the demand would be for 6.3 courts. With the new planned housing, the population would increase to 24,330, the demand therefore would be 6.6 courts.

9.12.3. Tenterden Leisure Centre has 4 courts and Homewood School has 6 courts. However, the school is not open during the week days and Saturday afternoon and Sundays, this therefore limits access and could result in a shortfall. There are other facilities at the fringe of the catchment area that could be serving some of the buffer zones; towards Ashford, Rye and Cranbrook. However if Homewood school could widen its opening hours to peak times, which are traditionally when the highest demand is, the demand could be met both currently and in the future.

Map 13 – Sports Halls within 15 minutes of Tenterden Leisure Centre



## 10. PERFORMANCE AND OCCUPANCY OF THE EXISTING FACILITIES

10.1. To assess how appropriate the desk based results are a review of the key facilities in Tenterden was undertaken in respect to quality and occupancy.

### 10.2. Tenterden Leisure Centre

10.2.1. Tenterden Leisure Centre is managed by Tenterden Leisure Centre Trust on behalf of the Council and they sub-contract the day to day operations to Serco Leisure, a national leisure centre operator.

10.2.2. On visiting the centre, it has good signage and parking facilities and is well located in the centre of Tenterden. The facility is modern, well maintained, clean, well marketed and has received the Quest quality standard.

10.2.3. There are suitable ancillary facilities; changing, catering, reception and retail to support the main facility areas.

10.2.4. The studios are used for the group exercise programme with 32 classes a week, as well as ballet and dance classes.

10.2.5. The centre has a well located catering offer and is a well-known brand.

10.2.6. A review of the performance indicators and occupancy of Tenterden Leisure Centre has been undertaken. A summary is detailed in **Appendix 3**

10.2.7. Overall the centre is performing well financially and has a busy pool and sports hall. It is clear that there are demands on the main hall in the evenings and weekends and that with the gymnastics club located at the centre other users cannot be accommodated at these times.

### 10.3. Homewood School

10.3.1. The school currently has 2,100 pupils, 1,000 from the Ashford area. Together with staff the school day time community is in the region of 2,500. A discussion with Homewood School in respect to the occupancy and use of the schools facilities for community use was undertaken.

10.3.2. The school is looking to expand its community use of facilities in the future and ensure that its pricing structure is in line with the leisure centre charges.

10.3.3. The school has a range of facilities including the sports hall, gymnasium and studio's (further availability of these will commence after a refurbishment in September), the theatre, drama studio's and classrooms. In addition it has conference and function facilities.

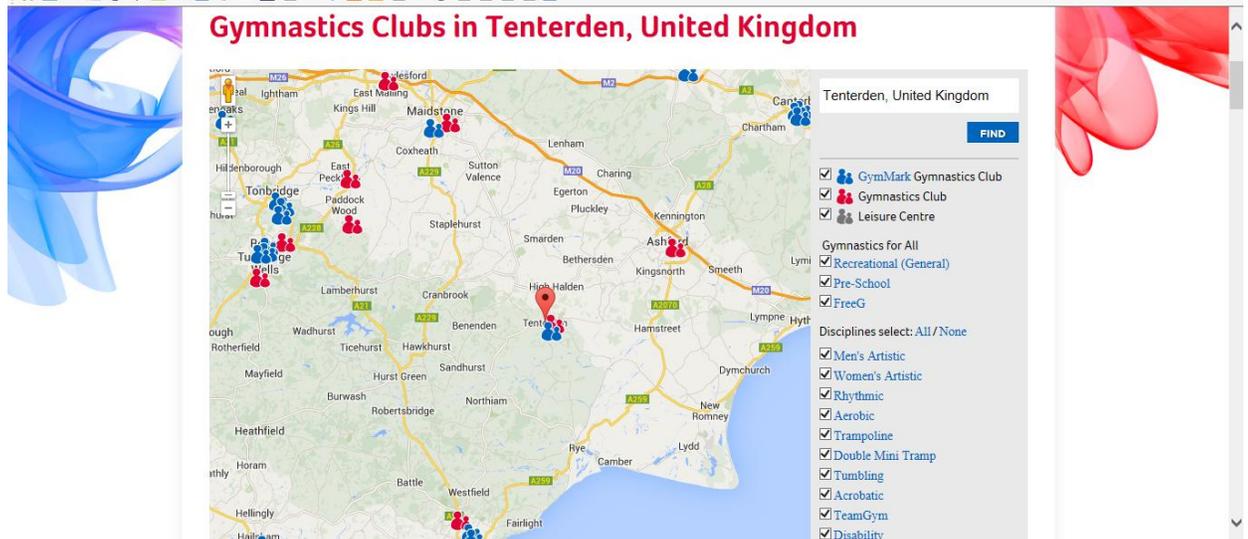
10.3.4. The sports hall and gymnasium are already used by a number of local sports groups and clubs; including the Netball Club, Tennis, Tenterden Tigers, Tornadoes (netball), junior Football and trampolining.

- 10.3.5. The sports hall has bookings most evenings after school events from the peak hours of 6pm – 8pm.
- 10.3.6. The theatre has bookings for a local dance academy each Saturday and then has the following key areas of use;
- School teaching area and productions
  - School programmes – entertainment events 1x month
  - Hirer users the facility for own productions
- 10.4. Currently the school only opens on Saturday mornings for community use and is closed all day Sundays. This is due to having to get additional facility staff in to open up. However the school would be very interested in working with other partners to open up the facilities further. This would extend not only to the sports hall and gymnasium, but the other facilities; studio's and classrooms.
- 10.5. The arrangement of sports facilities on the campus have grown organically to the meet the needs of the school and for this reason, the access and layout of the facilities for community use (particularly at the same time as school use) are not ideal.
- 10.6. The school does manage this at the moment and if further community use were considered, these arrangement may need to be considered further.

## 11. GYMNASTICS

- 11.1. The Kestrel gymnastics club is based at the leisure centre and the consultation within the stage 1 report showed that the current demand was not being met. The club cater for a range of ages and as well as gymnastics and trampolining provide cheerleading and dance sessions. They have just under 280 current members that are both local and travel further afield from Maidstone, Rye, Cranbrook with a third that travel from Ashford.
- 11.2. There are opportunities for them to provide further community activities, for example urban gymnastic and parkour etc, however they are limited to the space and number of hours available to the sports centre.
- 11.3. The national governing body of gymnastics has developed a national facility strategy with the aim of reducing the age of drop off, which is currently 9 years old. Due to issues with set up, storage and availability of facilities, British Gymnastics are prioritising the setup of dedicated Gymnastics facilities, however are advocating the value for money options of investing in existing unlet industrial units or other dedicated facilities as opposed to building new facilities.
- 11.4. They are also setting up 'gymnastics networks' which is a developmental scheme that aims to create working partnerships between providers in a given area e.g. a local authority or county.
- 11.5. The map over shows the gymnastics clubs in Tenterden and the Kent area; there are dedicated gymnastics centres in;
  - Maidstone – (18 miles) Pegasus Gymnastics Club - The gym has had recent investment; with Phase 2 seeing the Artistic Squad gym developed with the inclusion of pits and a full set of competition equipment along with training aids.
  - Hastings – (20 miles) Summerfields Gymnastics Club
  - Tunbridge Wells (24 miles) – Next Dimension Gymnastics Academy (new £2m facility with ancillary facilities)

Map 14 – Gymnastics Clubs in the region of Tenterden Leisure Centre



11.6. **Catchment area**

11.7. The map below shows the 0 – 20 minute catchment of Tenterden Leisure Centre and from the Sport England age profile of a 20 minute drive time for those aged 0-15 within this catchment is detailed below.

Map 15 – 20 minute catchment of Kestrels Gymnastics Club



**Table 9. Age distribution of 0-14 years olds to Kestrel Gymnastics Club**

<b>Aged 0-14</b>	<b>Males</b>	<b>Females</b>	<b>Total</b>
0 - 2.5 mins	300	320	620
2.5 - 5 mins	302	282	584
5 - 10 mins	723	635	1358
10 - 15 mins	1174	1336	2510
15 - 20 mins	3937	3832	7769
<b>Total</b>	<b>6436</b>	<b>6405</b>	<b>12841</b>

- 11.8. It can be seen that those in the 15 – 20 min area may be attracted to facilities in Tunbridge Wells, Maidstone and Hastings, therefore the key catchment would be up to 15 minutes. Of this there are in the region of 2,500 girls and 2,500 boys up to 14 years old. It is also known that the drop off age is at 9 years old and the majority of participants are girls.
- 11.9. Whilst it would be ideal for the Kestrel club to have its own premises, given the location of the other clubs, (as well as the Stour Centre in Ashford) and current number of children in the catchment area, it is not clear that there would be a sufficient demand for a sustainable purpose built gymnastics club in Tenterden.

## **12. BOXING**

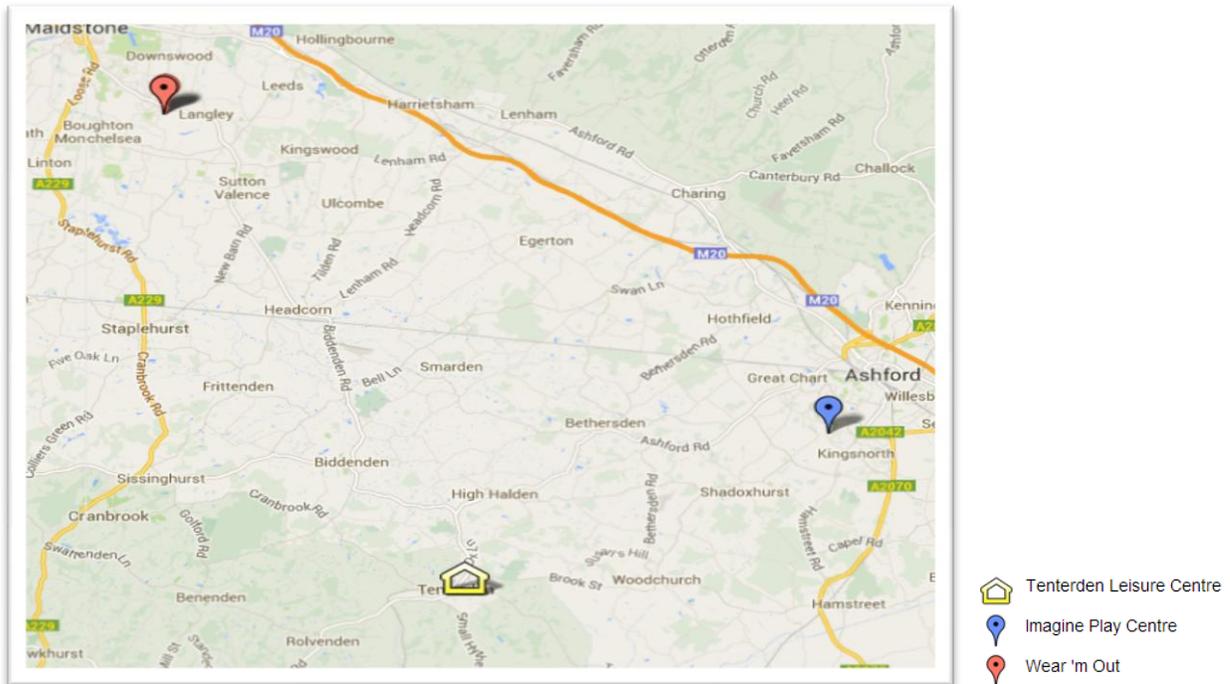
- 12.1. The stage 1 report identified that the club, who are currently based just outside Tenterden in Woodchurch, would like to relocate back into Tenterden. As long as the club had space to permanently accommodate their ring and have access to changing facilities and toilets, they stated they would be happy to share accommodation with other sports. There are potentially opportunities to review provision in any of the new pavilion / youth facilities being considered in the town.

### 13. COMPLEMENTARY LEISURE ACTIVITIES

13.1. A number of other leisure activities have been reviewed to assess whether there would be any opportunities for the residents of Tenterden.

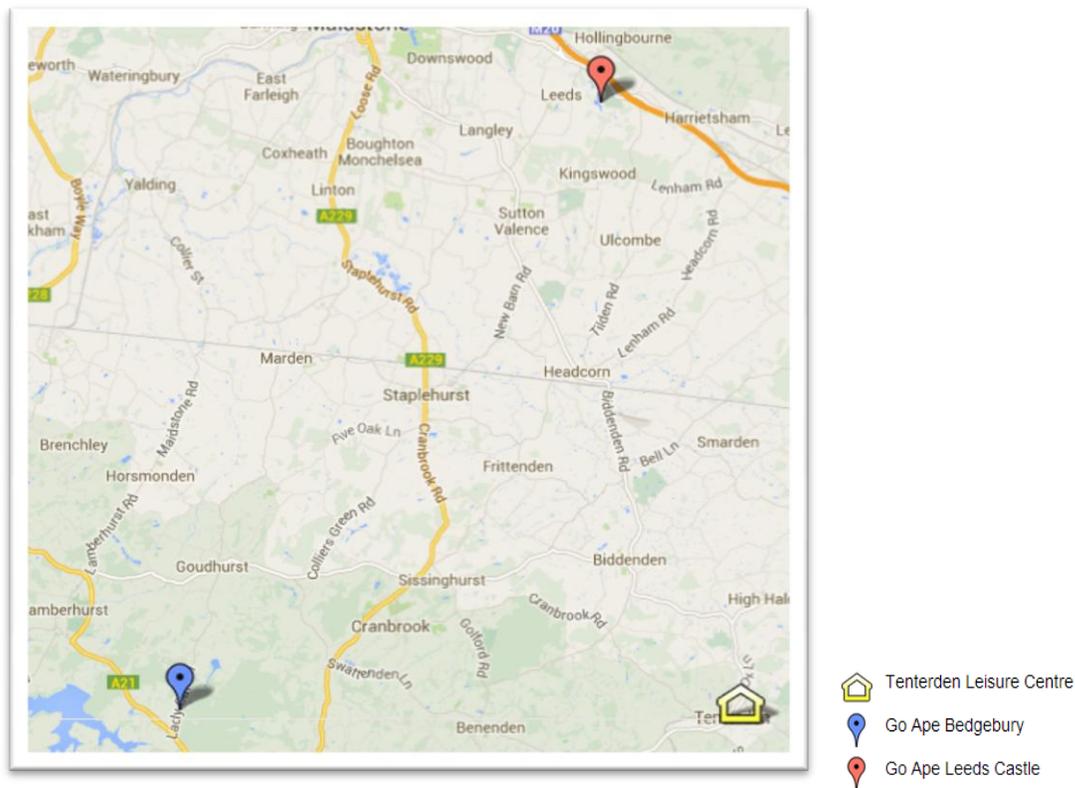
13.2. **Soft Play** – the map below shows where there are soft play facilities. The two facilities identified are a reasonable distance away from Tenterden and there could be opportunities for future provision.

**Map 16 – Soft Play facilities in the region of Tenterden**



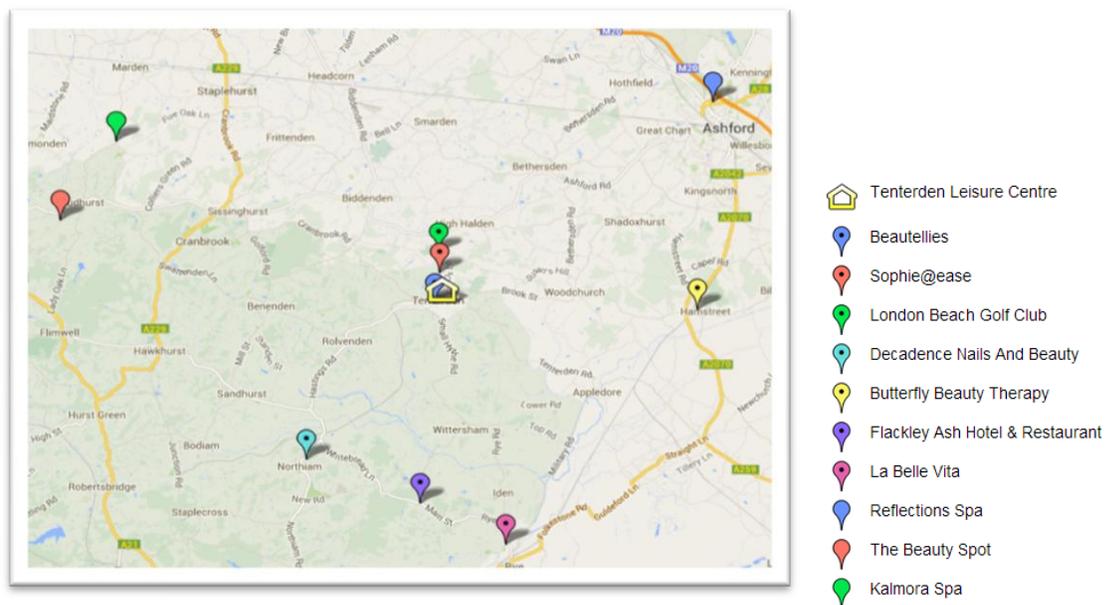
13.3. **High Ropes** – there are well established outdoor Go Ape facilities in Bedgebury Forest and Leeds Castle.

Map 17 – High Ropes facilities in the region of Tenterden



13.4. Spa – there are a number of spas in Tenterden and towards other larger conurbations.

Map 18 – Spa facilities in the region of Tenterden



13.5. Therefore it appears as if there are opportunities to provide soft play facilities within any new developments, but not necessarily further high ropes / spa facilities.

**14. Overall demand and supply of facilities**

14.1. Reviewing the catchment of users of the leisure facilities the summary requirements for indoor facilities are detailed in the table below.

**Table 10. Summary Future Demand and Supply**

Facility	Demand and Supply	Future Requirements
<b>Swimming Pools</b>	<p>The Sport England facility calculator suggests that there is sufficient amount of pool water for the catchment.</p> <p>The review of the centre supports this. Whilst the centre would like further space for teaching lessons, there is current capacity within the programme.</p> <p>It is not believed that the future population growth will require further facilities</p>	NA
<b>Sports Hall</b>	<p>There is current demand for just over 6 courts. The leisure centre provides 4, but with the gymnastics bookings is busy at peak times. The income per court is high, suggesting the high level of demand.</p> <p>However with 6 courts available at Homewood it is suggested that a more formal community agreement is secured with the school for use of both courts and other multi-use space for bookings that do not necessarily require a sports hall (e.g. non-sports activities and martial arts).</p> <p>Consideration to be given to the ancillary facilities at the school for further community use; access and changing.</p> <p>(Note: if a 3G pitch is provided in the town, football bookings may also be diverted out of the hall and to the pitch, although current users may prefer an indoor setting).</p>	<p>Increased use of Homewood school sports hall.</p> <p>Improved ancillary facilities at the school for community use.</p>
<b>Fitness</b>	<p>The assessment of the catchment and competition has shown a latent demand of fitness to be 340 members, with the new housing planned, this is projected to increase to 430 members.</p> <p>A review of the members per station at the leisure centre has shown that the fitness suite is reaching capacity, so further provision will need to be considered in the future.</p>	Provision of an additional 20 – 30 station fitness suite.

**Tenterden Town Council Sports and Leisure Facility Strategy**

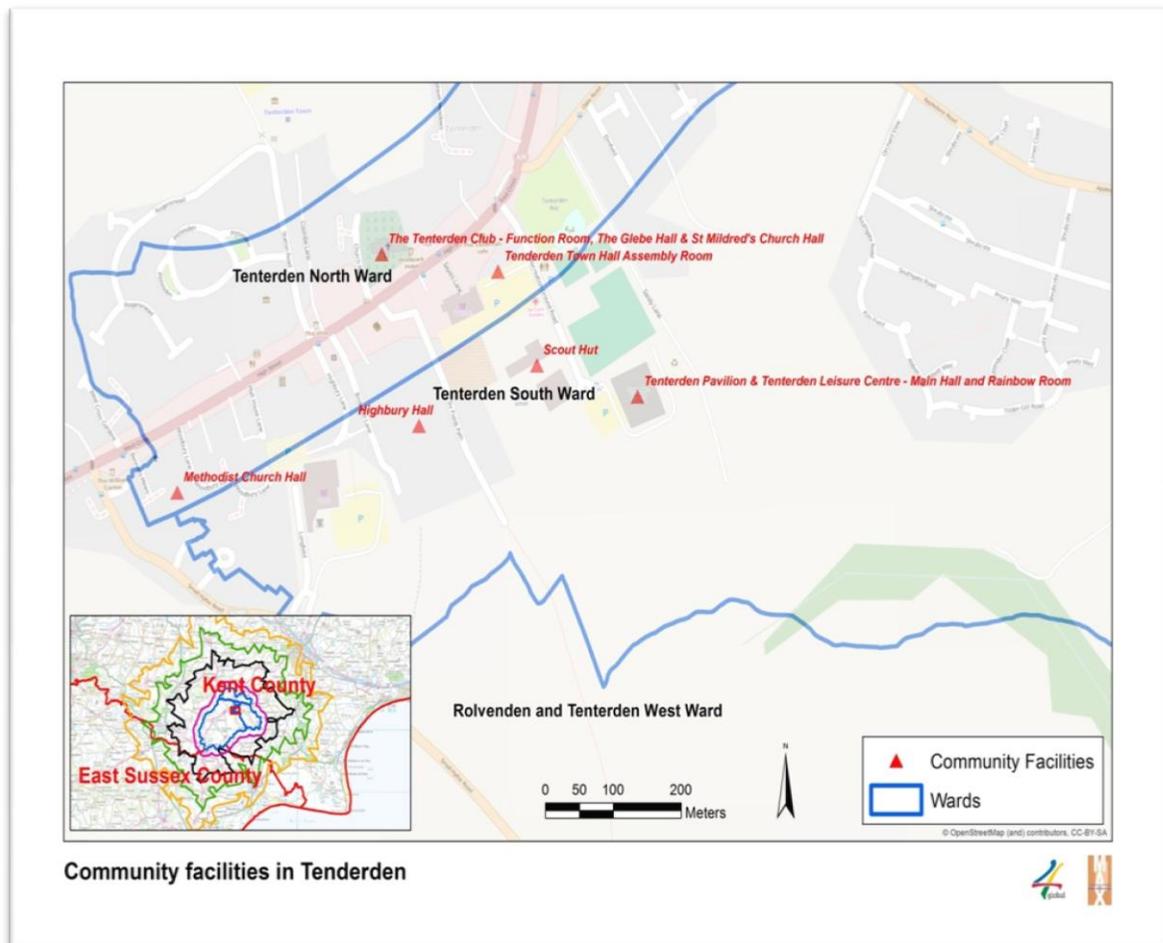
<b>Facility</b>	<b>Demand and Supply</b>	<b>Future Requirements</b>
<b>Gymnastics</b>	There does not appear to be the catchment population to provide a new purpose built gymnastics centre in Tenterden, however there may be opportunities to decant activities from the leisure centre to Homewood School to allow for further use by the club of the leisure centre. Alternatively if existing premises became available for the club that could be cost effectively refurbished, this may be a more suitable solution.	Programming review
<b>Boxing</b>	Requirement for the club to re-locate back to the town if possible	Provision of an area in any new pavilion / youth facilities provided within the town
<b>Other facilities</b>	A review of other complimentary facilities has shown that if soft play provision could be provided for in the leisure centre, this could complement both the leisure water and gymnastics in the centre for younger children.	Consider provision of soft play in the leisure centre.

## 15. COMMUNITY FACILITIES

15.1. A review of community facilities has been undertaken, and those within Tenterden are mapped below. Together with the leisure facilities, there is a real mix of facilities including the Town Hall, St Mildreds Church and Hall, as well as youth facilities at the Scout Hut and Highbury Hall.

15.2. The halls can accommodate small groups and meetings up to 150 people and there are larger facilities at the Leisure Centre and Homewood school.

### Map 19 – Community buildings in Tenterden



15.3. **St Mildred's Church** - the Church is the largest capacity church in the town and is planning to raise funds to re-order the Church building for user friendly church services and to hold community events with seating for up to 400. There will be flexible pews and suitable ancillary facilities.

15.4. They have developed a Vision and 'Statement of need' and following consultation with parishioners are at the next stage of developing visual concepts and costs.

15.5. **Town Hall** - The Assembly Room in the Town Hall can be used for community events and holds up to 150 people. The Council is currently looking to refurbish and potentially extend the premises.

15.6. **Highbury Hall** – is the focus of youth activities in Tenterden, it is a community venue with 3 main rooms, a brand new kitchen and refurbished toilets. Following consultation with young people the Youth Café was developed and opened in April 2013. The café is managed by a multi-faith group. The youth group is led by 2 paid youth workers and operates 2 evenings a week.

15.7. With this good range of community facilities in Tenterden, it is recommended that key stakeholders of the facilities liaise with each other to ensure the future development of the facilities complements as opposed to competes with each other and that each organisations objectives are clearly defined.

15.8. Currently the segments of the market appear to focus as follows;

- Town Hall - ceremonial and private functions (weddings etc),
- St Mildred's - community events (in the future larger events; performances, concerts etc)
- Highbury Hall - youth activities
- Sinden Theatre – arts, drama and dance
- Leisure Centre – sporting events

15.9. **Skate Park**

15.10. As part of the Youth Survey 2011, as well as a youth café, young people expressed a desire for a skate park, for which they have secured £80k funding from various organisations including Kent County Council. The Town Council has agreed to a potential site on the recreation ground, although this is yet to be determined.

## 16. OPTIONS

16.1. Following a review of the evidence a workshop was held with key stakeholders;

- Town Council and Ashford Borough Council
- Tenterden Leisure Centre Trust, Serco, Homewood School,
- Tenterden Tigers,

16.2. The objective of the workshop was to agree potential options that could be worked up in terms of concept plans, capital costs and revenue costs.

16.3. It was agreed by the stakeholders that the key recommendations from the playing pitch assessment were to be developed, however consideration be given to the adult pitch at the Recreation ground being provided at the Appledore Site, so that the Recreation ground does not become over-developed.

16.4. A further assessment of the leisure centre with the architect was undertaken to assess how best improved fitness, soft play and an improved reception and catering area could be accommodated.

16.5. It was to be considered whether a re-provided pavilion could work as an extension to the leisure centre.

16.6. It was to be considered where a skate park could be best located on the recreation ground

16.7. It was to be considered that if the skate park was on the recreation ground, whether the youth facilities currently at Highbury Hall could be accommodated in a re-provided pavilion.

## 17. CONCEPT LAYOUTS

17.1. Following the workshop the following concepts for each of the sites were worked up by Pozzoni Architects.

### 17.2. Appledore Site

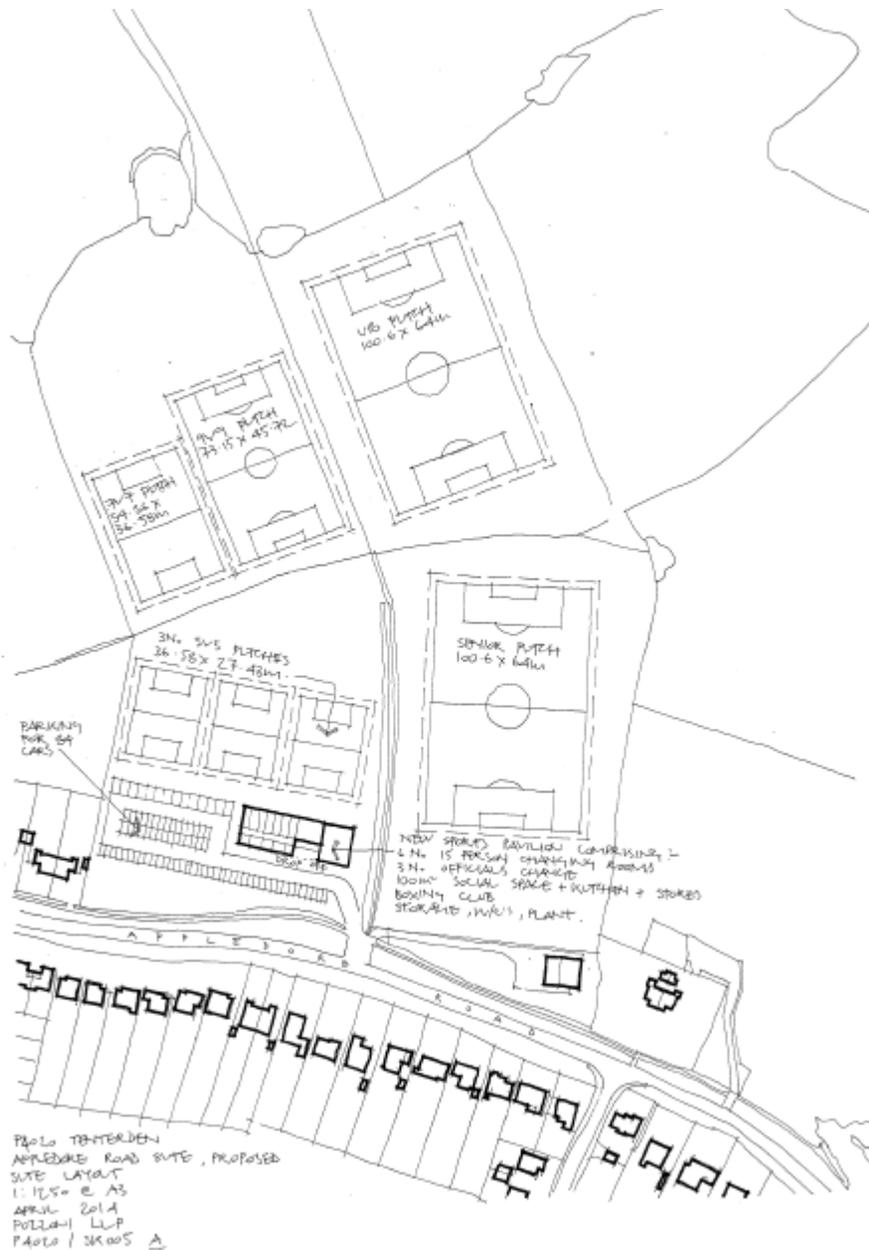
17.3. The preferred option is for the parking and pavilion to be located close to the Appledore Road for access and to reduce the costs to provide the services. Directly in front of the changing is the mini pitched and adult pitch for Tenterden Town Football Club. These facilities are located on Homewood School land and an agreement would need to be in place with the school for a long lease for this land.

17.4. The youth pitches are located on the private land behind and this land would need to be purchased for the current owner. Initial discussions that have been had with Tenterden Tigers and the landowner is that he is positive about a possible sale of land.

17.5. The pavilion also includes space for the boxing club.

17.6. The benefits of having the 2 football clubs and boxing club at one site location, is that it increases the use of the site and thus the overall sustainability of the site.

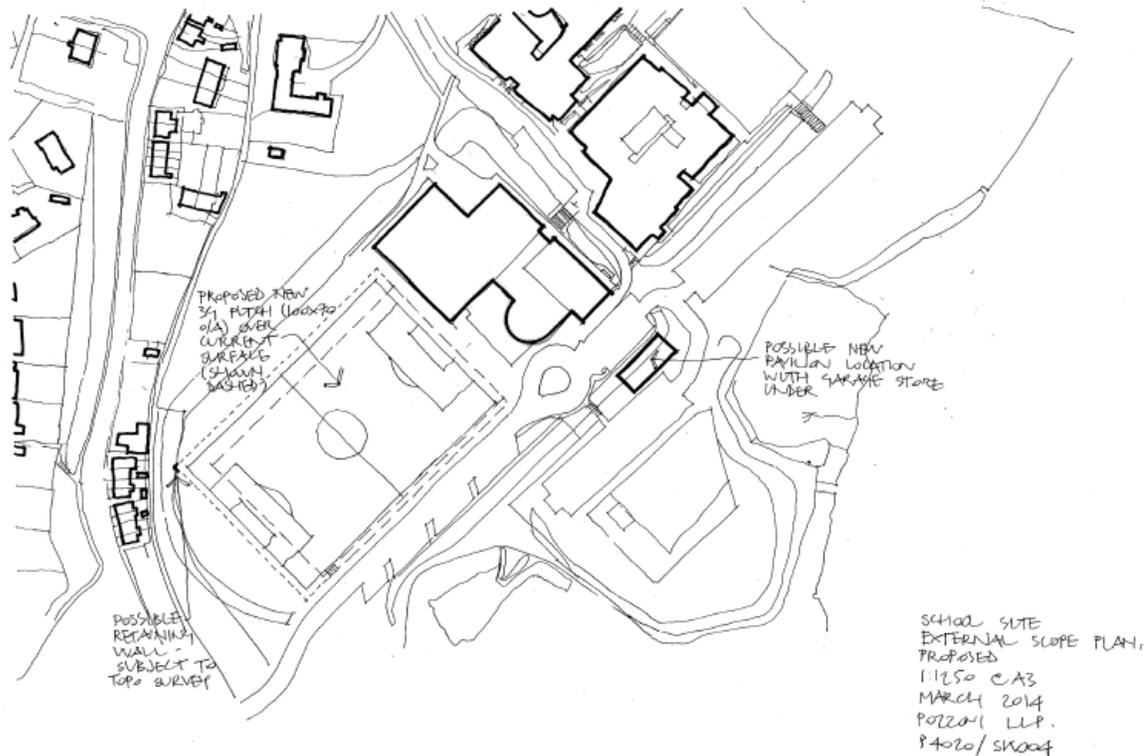
17.7. A layout is provided below, with a larger copy in Appendix 2.



**17.8. Homewood School**

17.9. The artificial pitch is located on the existing red gra pitch, with fencing and flood lighting for evening and winter use.

17.10. The layout also includes the potential location of a club house on the school site, if the Appledore Road site for the football clubs was not deemed deliverable.

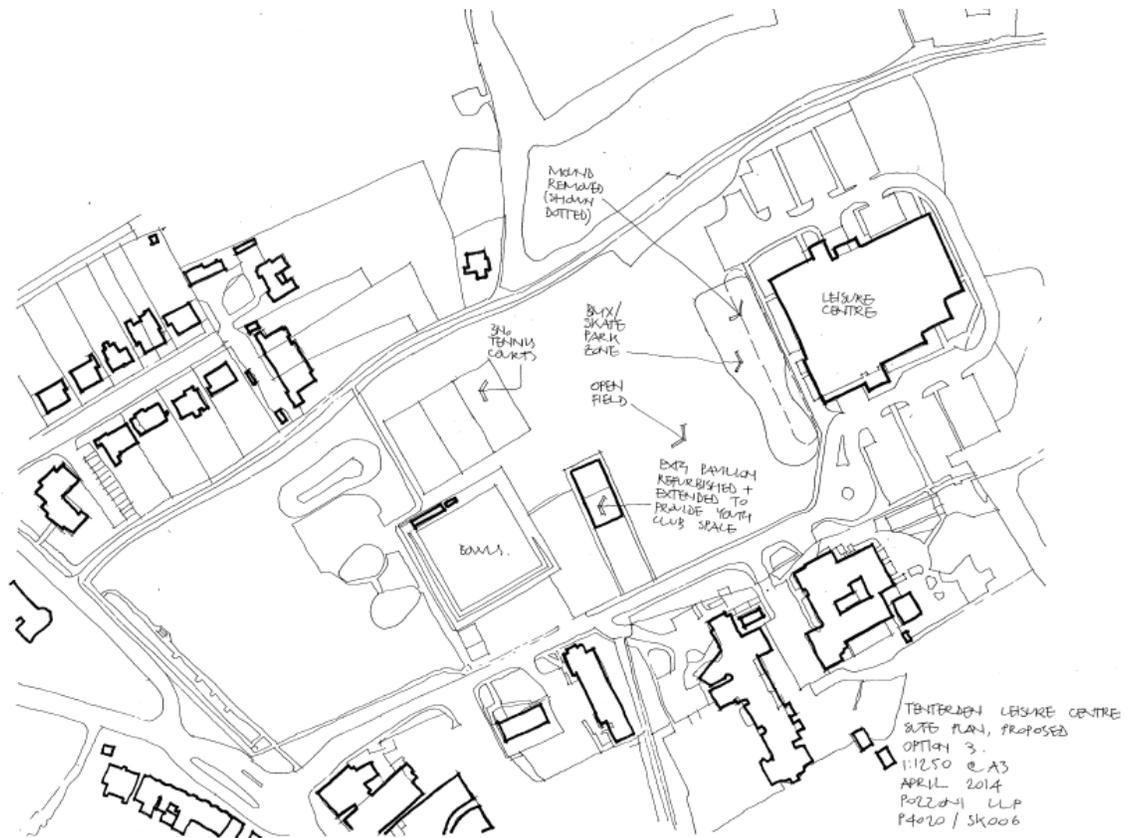


17.11. **Recreation Ground**

17.12. The preferred option for the Recreation Ground was for;

- Existing Pavilion to be refurbished and extended to provide for a youth space.
- Skate park to be located in the removed mound area adjacent to the leisure centre
- Football pitch to be provided at Appledore Road
- Additional tennis court to enable a club and also netball

17.13. The draft layout is below (with a larger copy in Appendix 2).

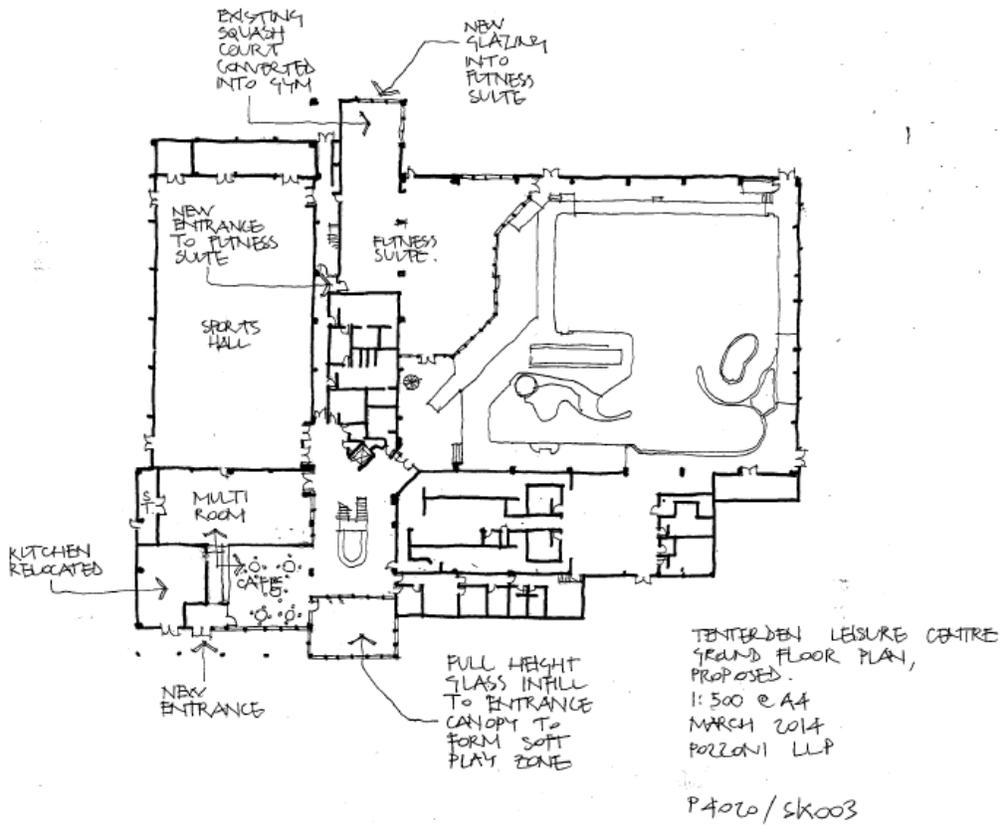


#### 17.14. Tenterden Leisure Centre

17.15. The internal layouts for the extended fitness suite and option for soft play are detailed below. The key changes are;

- Re-modelled front entrance and café, so that the café is more attractive to users of the Recreation Ground
- Rainbow room relocated behind the new café
- Soft play facility in the glass canopy of the existing entrance
- Extended fitness facility into the squash court with a new entrance to the gym for the dry side corridor
- Glazing into the fitness suite

Tenterden Town Council Sports and Leisure Facility Strategy



## 18. CAPITAL COSTS

18.1. The capital costs for each of the projects are detailed below;

### 18.2. Appledore Road Site

#### SITE OPTIONS STUDY

Refer to Pozzoni emails 1 April 2014 & 9 April 2014

#### APPLEDORE SITE

Cost Category	Quant	Unit	Rate	Appledore Site £
Site Preparation				n/a
New Sports Pavilion	450	m <sup>2</sup>	1,000	450,000
Outdoor Facilities				
U18 grass pitch 100.6 x 64m	1	nr	225,000	225,000
Senior Pitch 100.6 x 64m	1	nr	225,000	225,000
9 vs 9 Pitch 73.15 x 45.72m	1	nr	115,000	115,000
7 vs 7 Pitch 54.86 x 36.58m	1	nr	75,000	75,000
5 vs 5 Pitch 36.58 x 27.43m	3	nr	100,000	300,000
External Works/Drainage/Incoming Services				
New 84 space car park	84	nr	2,000	168,000
Inflation				
				<b>Sub total 1,558,000</b>
Professional Fees - say 7.5%				116,850
Client FF&E (loose furniture/equipment)				n/a
				<b>Sub total 1,674,850</b>
Client Contingency/Risk - circa 10%				167,485
				<b>Sub total 1,842,335</b>
VAT - assume not paid or reclaimed				0
<b>TOTAL</b>				<b>£ 1,842,335</b>

## Tenterden Town Council Sports and Leisure Facility Strategy

### Notes:

1. Building Costs calculated on basis of A&T benchmarked data
2. External works/Drainage/Incoming based on size of facility and previously completed schemes
3. No inflation included as programmes unknown
4. Professional Fees taken as 7.5%
5. Client FF&E excluded
6. Risk included at 10%
7. VAT excluded - assumed not paid

### 18.3. Homewood School

#### SITE OPTIONS STUDY

Refer to Pozzoni emails 1 April 2014 & 9 April 2014

#### SCHOOL SITE

Cost Category	Quant	Unit	Rate	School Site £
Site Preparation				n/a
New Sports Pavilion	300	m <sup>2</sup>	1,000	300,000
Outdoor Facilities:				
New 3G Pitch 100 x 70m; incl lighting	1	ltm	650,000	650,000
Allowance for retaining provision	1	ltm	40,000	40,000
External Works/Drainage/Incoming Services:				
Mods only	1	ltm	10,000	10,000
Inflation				
Professional Fees - say 10%				Sub total 1,000,000 100,000
Client FF&E (loose furniture/equipment)				n/a Sub total 1,100,000
Client Contingency/Risk - circa 10%				110,000 Sub total 1,210,000
VAT - assume not paid or reclaimed				0
<b>TOTAL</b>				<b>1,210,000</b>

## Tenterden Town Council Sports and Leisure Facility Strategy

### Notes:

- 1.0 Building Costs calculated on basis of A&T benchmarked data
- 2.0 Modifications only to external works around Pavilion
- 3.0 No inflation included as programmes unknown
- 4.0 Professional Fees taken as 10%
- 5.0 Client FF&E excluded
- 6.0 Risk included at 10%
- 7.0 VAT excluded - assumed not paid

### 18.4. Recreation Ground SITE OPTIONS STUDY

Refer to Pozzoni emails 1 April 2014 & 9 April 2014

#### Recreation Ground Site

Cost Category	Quant	Unit	Rate	Recreation Grd Site
Site Preparation				
Removal of mound	1	ltm	30,000	30,000
Sports Pavilion				
Refurbish Existing	150	m <sup>2</sup>	750	112,500
Extend Existing	150	m <sup>2</sup>	1,200	180,000
Outdoor Facilities				
BMX/Skate Park	1	ltm	100,000	100,000
Additional all weather tennis court	1	nr	100,000	100,000
External Works/Drainage/Incoming Services				
Mods only	1	ltm	10,000	10,000
Inflation				
				<b>Sub total</b> <u>532,500</u>
Professional Fees - say 10%				53,250
Client FF&E (loose furniture/equipment)				n/a
				<b>Sub total</b> <u>585,750</u>
Client Contingency/Risk - circa 10%				58,575
				<b>Sub total</b> <u>644,325</u>
VAT - assume not paid or reclaimed				0
				<b>Sub total</b> <u>644,325</u>
<b>TOTAL</b>				<b>£ 644,325</b>

## Tenterden Town Council Sports and Leisure Facility Strategy

### Notes:

- 1.0 Building Costs calculated on basis of A&T benchmarked data
- 2.0 Existing 2nr tennis courts retained in current location
- 3.0 Modifications only to external works around Pavilion
- 4.0 No inflation included as programmes unknown
- 5.0 Professional Fees taken as 10%
- 6.0 Client FF&E excluded
- 7.0 Risk included at 10%
- 8.0 VAT excluded - assumed not paid

### 18.5. Tenterden Leisure Centre

#### SITE OPTIONS STUDY

Refer to Pozzoni emails 1 April 2014 & 9 April 2014

#### EXISTING LEISURE CENTRE

Cost Category	Quant	Unit	Rate	Existing Leisure Centre £
Works Within Existing Centre:				
Mods to Multi Room/Café/Kitchen	342	m <sup>2</sup>	600	205,200
Playzone Extension	54	m <sup>2</sup>	800	43,200
Convert Squash to Gym (one level)	158	m <sup>2</sup>	500	79,000
Fitness Refresh (decoration/carpets)	210	m <sup>2</sup>	100	21,000
Entrance modifications to Fitness	1	ltm	5,000	5,000
External Works/Drainage/Incoming Services				n/a
Inflation				
<b>Sub total</b>				<b>353,400</b>
Professional Fees - say 10%				35,340
Client FF&E (loose furniture/equipment)				n/a
<b>Sub total</b>				<b>388,740</b>
Client Contingency/Risk - circa 10%				38,874
<b>Sub total</b>				<b>427,614</b>
VAT - assume not paid or reclaimed				0
<b>TOTAL</b>				<b>£ 427,614</b>

## Tenterden Town Council Sports and Leisure Facility Strategy

### Notes:

- 1.0 Building Costs calculated on basis of A&T benchmarked data for refurbishment
- 2.0 No inflation included as programmes unknown
- 3.0 Professional Fees taken as 10%
- 4.0 Client FF&E excluded
- 5.0 Fit out to Playzone excluded
- 6.0 Risk included at 10%
- 7.0 VAT excluded - assumed not paid

18.6. Fitness equipment and soft play kit out would also need to be included within the costs for this. In terms of fitness equipment, it would depend on how the equipment was purchased, either outright, or via existing agreement or leased. For these purposes, if we assume a cost of £3k per station, a budget in the region of £60k would be required for the new fitness equipment.

18.7. For the soft play fit out, a budget in the region of £50k would be required for the facility envisaged.

## 19. REVENUE PROJECTIONS

19.1. The main affects in income and expenditure of the options are detailed in **Appendix 4**.

19.2. Overall it is assessed that the net impact would be;

- Tenterden Leisure Centre – Fitness Suite – net £138k surplus per annum
- Tenterden Leisure Centre – Soft Play - £18k surplus per annum
- Tenterden Leisure Centre – Catering and Reception - £7.5k surplus per annum
- Homewood School – 3G - £35k surplus per annum
- Appledore Road – Pitches & Clubhouse – Break Even
- Recreation Site – New Pavilion – No change
- Cricket Wicket – No Change

## **20. FUNDING OPTIONS**

20.1. There are a number of stakeholders and funding streams that can be considered as part of this project;

- S106
- Town Council
- Tenterden Leisure Trust / Serco
- Homewood School
- Clubs; Tenterden Tigers, Tenterden FC, Boxing Club
- Ashford BC
- Kent County Council
- Sport England and NGB's

### **20.2. Tenterden Leisure Centre**

20.2.1. The Tenterden Leisure Centre Trust and Serco may wish to assess the leisure centre project as an invest to save scheme if they can find appropriate capital funding either from the town council, Ashford Borough Council or commercial lending.

### **20.3. Appledore Road and Homewood School**

20.3.1. It is understood that the current agreement with the developers is for a provision in the region of £300k for grass pitches.

20.3.2. The clubs may have some funding that they can contribute to the Appledore Road site and the School may have some funding that can be contributed to the artificial pitch at their site. As the 3G is very likely to produce a surplus and provide additional benefits to the school, there may be some investment funds that can be used to assist in the capital funding of the artificial pitch.

20.4. There are various Sport England and Football Association funding streams that are currently open for grants, the key elements are detailed below.

### **20.5. Sport England and NGB funding streams**

#### **20.5.1. Protecting Playing Fields**

- Applicants must be able to give strong written evidence of the need for the project
- Projects must be community led and demonstrate strong local partnerships
- Projects must demonstrate the contribution they will make to sports development
- Projects must offer protection of the site by means of executing a legal charge on the site for a minimum of 25 years

#### **20.5.2. Inspired Facilities**

20.5.3. Grants are available from £20,000 to £75,000 (up to £150,000 for statutory bodies)

20.5.4. The Inspired Facilities programme will refurbish and upgrade club facilities, and convert existing buildings into venues suitable for community sport

- Building modernisation
- Outdoor sports lighting
- Outdoor sports surfaces
- Community club buildings

20.5.5. The projects have to demonstrate; Need, Impact, Community Involvement and Sustainability.

20.5.6. This fund may well be worth applying to for the Appledore Road site, given that the red gra is being upgraded to an artificial pitch with fencing and floodlights. The site will then be utilised by the school, two football clubs and the community.

20.5.7. The Premier League & The FA Facilities Fund gives grants for projects that:

- Improve facilities for football and other sport in local communities.
- Sustain or increase participation amongst children and adults, regardless of background age, or ability.
- Help children and adults to develop their physical, mental, social and moral capacities through regular participation in sport
- Max £500k grant with the need for match funding

20.5.8. The types of facilities we give money for include:

- Grass pitches drainage/improvements
- Pavilions, clubhouses and changing rooms
- Artificial turf pitches and multi-use games areas
- Fixed floodlights for artificial pitches.

20.5.9. But the key priority for the funding it to go to areas of deprivation or those that draw from areas of deprivation.

20.5.10. The Appledore site appears to be a suitable project to apply for funding, particularly as the Tigers provide opportunities for younger children and are looking to extend provision, and Tenterden Town Football club provides for adults.

## 21. RECOMMENDATIONS

21.1. Following the research and workshops with Stakeholders, it is recommended that the following steps are progressed;

### 21.1.1. The preferred option to be discussed by each key stakeholder;

21.1.2. **Appledore Site** – adult and junior pitches with club house to be provided on Homewood School and private land.

- Homewood school to allow use of the land for purposes as described with formal agreement in place
- 1 adult pitch (meet Step 5 requirements), 1 junior pitch, 1 x 9v9, 1 x 7v7, 1 5v5 and 2 small sided
- Pavilion for changing to meet Sport England Guidelines
- Pavilion to include space for the Boxing Club
- Tenterden Tigers and Tenterden town FC to be based at the site and agree management arrangements
- Funding options discussed between the clubs

### 21.1.3. Homewood School Site

- Provision of an artificial turf pitch on the location of the red gra pitch
- Formal agreement for the football clubs use; hours and pricing
- Formal agreement for community and school use
- Further community access to the sports hall and other community spaces and service level agreement introduced.

### 21.1.4. Recreation Ground

- Provision of third tennis court and markings for netball
- Refurbishment of the existing pavilion for tennis and bowls and to enlarge for youth space
- Removal of the mound adjacent to the leisure centre and location there of a skate park
- Existing adult football pitch is now provided for at the Appledore site and therefore no longer required.

#### **21.1.5. Leisure Centre**

- Enlargement of the fitness suite into the current squash court, improve access and visibility of the fitness suite.
- Re-modelling of the reception area to swop the Rainbow room and café and provide a soft play facility in the current reception area.

#### **21.2. Second Option if the Appledore Road site is not deliverable;**

##### **21.2.1. Homewood School Site**

- Provision of the ATP on the red gra site
- Provision of a football clubhouse on the depot site for Tenterden Tigers
- Community use agreement for the use of the school's football pitches by the football clubs at out of school use

##### **21.2.2. Recreation Ground**

- Provision of third tennis court and markings for netball
- Refurbishment of the existing pavilion for bowls, tennis and football and to enlarge for youth space
- Removal of the mound adjacent to the leisure centre and location there of a skate park
- Improved irrigation to the existing adult football pitch

##### **21.2.3. Leisure Centre – as previously described**

21.2.4. It is believed that whichever option is further investigated, ABC will need to complete a borough wide playing pitch strategy for any funding options and to demonstrate to the FA and Sport England that in the first option the replacement of the playing pitch from the recreation ground to Appledore road is appropriate.

#### **21.3. Community Facilities**

21.3.1. With the portfolio of community facilities in Tenterden, it is recommended that key stakeholders of the facilities liaise with each other to ensure the future development of the facilities complements as opposed to competes with each other and that each organisations objectives are clearly defined.

#### **21.4. Next Steps**

21.4.1. Following the consultation with stakeholders as to the 'in principal' agreement to the location of facilities in each of the suggested areas, the following next steps would need to be undertaken. It is noted that the options for the leisure centre could be achieved on a more 'stand-alone' basis.

### **Capital Funding**

- Assess full extent of the existing capital funding available for the project
- Gain more detailed capital costs for each element of the project
- Consider and submit applications for funding for the remaining capital requirements

### **Governance**

- Agree the likely governance of the Appledore Road Site
  - Option A – Site leased to one of the clubs based there. Responsibilities for maintenance etc and payments included as part of the lease. Service Level agreements between the clubs, school and community for access.
  - Option B – School manages the site and there are 'block booking' type arrangements for all the users. (Minimum bookings agreed as per any funding conditions.)
- Consider the agreement for club and community use of the ATP at Homewood school site

### **Revenue Funding**

- Detailed business plans to be completed for each organisation depending on the governance of each of the sites.
- Risk of income and expenditure not meeting budgets taken into account for each of the business plans

Appendices

Appendix 1:

Tenterden Town Council - Playing Pitch Demand Table

Sport	Name of Club		Age	Gender	League	Mid-Week	Saturday AM	Saturday Pm	Sunday AM	Sunday PM	Female 16 -45	Mens Adults 16 -45	Junior Boys 10 -15	Junior Girls 10 -15	Mini 6-9
Football	Tenterden Town FC	Recreation Ground	Adult	M	Haart of Kent County league			1				1			
	Tenterden Town FC	Recreation Ground	Adult	M	Ashford League			1				1			
	Tenterden Tigers FC		U14s	M											
	Tenterden Tigers FC	Recreation ground 11 a side	U13	M	Crowborough & District Football League 13A				1				1		
	Tenterden Tigers FC	9 v9 St Michaels	U12	M	Ashford Junior Football League		1						1		
	Tenterden Tigers FC	Recreation Ground	U12	M	Ashford Junior Football League		1						1		
	Tenterden Tigers FC	Recreation Ground	U11	M	Crowborough & District Football League 11E		1						1		
	Tenterden Tigers FC		U11	M	Weald of Kent Friedly League		1								1
	Tenterden Tigers FC		U10	M			1								1
	Tenterden Tigers FC Tigers		U9	M	Crowborough & District Football League		1								1
	Tenterden Tigers FC Pumas		U9	M	Crowborough & District Football League		1								1
	Tenterden Tigers FC Tigers		U8	M	Ashford Junior Football League		1								1
	Tenterden Tigers FC Pumas		U8	M	Ashford Junior Football League		1								1
	Tenterden Tigers FC	Recreation Ground	U6	M			1								1
<b>Totals</b>						<b>0</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>7</b>

Tenterden Town Council Sports and Leisure Facility Strategy

Sport	Name of Club	Home Venue	Age	Gender	League	Mid-Week	Saturday	Sunday
<b>Cricket</b>	Tenterden Cricket Club (ECB Focus Club)	Morghew Park	1st X1	M	Shepherd & Neame Kent Cricket League Div 1		1	
	Tenterden Cricket Club	Morghew Park	2nd X1		Shepherd & Neame Kent Cricket League Premier 2nd X1		1	
	Tenterden Cricket Club	Morghew Park	3rd X1		Played 6 games in 2013			
	Tenterden Cricket Club	Morghew Park	Sunday 1st X1		Played 25 friendly games 2013			1
	Tenterden Cricket Club	Morghew Park	Midweek		Played 11 games 2013	1		
	Tenterden Cricket Club	Morghew Park	U12s	M	Ashford & District Junior League	1		
	Tenterden Cricket Club	Morghew Park	U14s	M	Ashford & District Junior League	1		
	Small Hythe Cricket Club	Pick Hill	1st X1	M	Played 20 friendlies 2013		1	
<b>Totals</b>						<b>3</b>	<b>2</b>	<b>1</b>

**Appendix 2 – Site Layouts**

**See separate document**

**Appendix 3. KPI Review of Tenterden Leisure Centre**

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**Page removed for confidentiality**

**Appendix 4. Revenue impacts of the developments**

Facility	Income and Expenditure	Net Impact - annual																																																								
<p><b>Tenterden Leisure Centre – Fitness suite</b></p>	<p>Potential for an additional 430 members in a mature year. Improved reception and catering will enhance the overall appeal of the centre, as will the new entrance into the gym.</p> <p>Based on current performance of £8k per station, with the latent demand and 20 new stations £160k per annum</p> <p>As the staffing is already within the centre, little additional staffing costs. Assume additional support for 20 hours a week at peak times. £10k per annum</p> <p>Assume additional maintenance costs and replacement of equipment every 7 years. £12k per annum</p>	<p>In the region of £138k per annum.</p>																																																								
<p><b>Tenterden Leisure Centre – Soft Play</b></p>	<p>Pricing assumptions;</p> <table border="1" data-bbox="464 846 841 1058"> <thead> <tr> <th>Soft Play</th> <th>Price</th> </tr> </thead> <tbody> <tr> <td>Under 1</td> <td>£1.00</td> </tr> <tr> <td>Under 5</td> <td>£2.75</td> </tr> <tr> <td>5+</td> <td>£3.00</td> </tr> <tr> <td>Party exc food</td> <td>£3.50</td> </tr> <tr> <td>Party food</td> <td>£2.75</td> </tr> </tbody> </table> <p>Occupancy Assumptions;</p> <table border="1" data-bbox="464 1150 1161 1564"> <thead> <tr> <th>Programme</th> <th>Hours per week</th> <th>No units</th> <th>Utilisation</th> </tr> </thead> <tbody> <tr> <td><b>Term</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Casual Under 1's</td> <td>52</td> <td>4</td> <td>25%</td> </tr> <tr> <td>Casual Under 4's</td> <td>52</td> <td>4</td> <td>30%</td> </tr> <tr> <td>Casual Over 4's</td> <td>52</td> <td>4</td> <td>30%</td> </tr> <tr> <td>Parties - 15</td> <td>4</td> <td>12</td> <td>40%</td> </tr> <tr> <td><b>Holiday</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Casual Under 1's</td> <td>52</td> <td>4</td> <td>25%</td> </tr> <tr> <td>Casual Under 4's</td> <td>52</td> <td>4</td> <td>35%</td> </tr> <tr> <td>Casual Over 4's</td> <td>52</td> <td>4</td> <td>35%</td> </tr> <tr> <td>Parties - 15</td> <td>4</td> <td>12</td> <td>40%</td> </tr> </tbody> </table> <p>Assume that the area is not staffed apart from parties at 4 hours a week. £2.5k</p> <p>Annual equipment budget at £5k</p>	Soft Play	Price	Under 1	£1.00	Under 5	£2.75	5+	£3.00	Party exc food	£3.50	Party food	£2.75	Programme	Hours per week	No units	Utilisation	<b>Term</b>				Casual Under 1's	52	4	25%	Casual Under 4's	52	4	30%	Casual Over 4's	52	4	30%	Parties - 15	4	12	40%	<b>Holiday</b>				Casual Under 1's	52	4	25%	Casual Under 4's	52	4	35%	Casual Over 4's	52	4	35%	Parties - 15	4	12	40%	<p>Income at £25.5k per annum</p> <p>Costs at £7.5k</p> <p>Net benefit of £18k</p>
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<p><b>Tenterden Leisure Centre – Catering and Reception</b></p>	<p>10% increase on current from use of soft play users and parents and improved entrance location</p> <p>£13k - £15k - Less costs of sales at 50%</p>	<p>Net benefit £7k</p>																																																								

Facility	Income and Expenditure	Net Impact - annual																					
<p><b>Homewood School – 3G</b></p>	<p><b>Community Opening Hours</b></p> <p>Monday – Friday – 5pm – 10pm and weekends 9am – 8pm</p> <p>It is assumed that the football clubs have 2 evenings and Sunday for use of the pitch at reduced rates; a total of 16 hours.</p> <p><b>Pricing Assumptions</b></p> <table border="1" data-bbox="462 569 1203 762"> <thead> <tr> <th>Facility</th> <th></th> <th>Price</th> </tr> </thead> <tbody> <tr> <td>3G – per hour (Can be hired in 1/3's at pro rata pricing)</td> <td>Reduced price –Football clubs</td> <td>£40.00</td> </tr> <tr> <td></td> <td>Community</td> <td>£100.00</td> </tr> </tbody> </table> <p><b>Utilisation assumptions</b></p> <table border="1" data-bbox="462 825 1198 982"> <thead> <tr> <th>3G</th> <th>Hours per week</th> <th>Units</th> <th>Utilisation</th> </tr> </thead> <tbody> <tr> <td>Casual Peak</td> <td>31</td> <td>1</td> <td>30%</td> </tr> <tr> <td>Football Clubs reduced price usage</td> <td>16</td> <td>1</td> <td>70%</td> </tr> </tbody> </table> <p>Income in respect to the prices and utilisation above would be £60k per annum</p> <p>Utility costs – for floodlights - £5k Sinking fund for replacement carpet - £20k</p> <p>It is assumed that there will be further benefits to the school in hiring out the sports hall and other community spaces that will offset the administration costs.</p> <p>The school would significantly benefit from having the artificial pitch on site for existing pupils.</p>	Facility		Price	3G – per hour (Can be hired in 1/3's at pro rata pricing)	Reduced price –Football clubs	£40.00		Community	£100.00	3G	Hours per week	Units	Utilisation	Casual Peak	31	1	30%	Football Clubs reduced price usage	16	1	70%	<p>Net benefit - £35k</p>
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Football Clubs reduced price usage	16	1	70%																				
<p><b>Appledore Road – Pitches &amp; Clubhouse</b></p>	<p>The management costs will depend on the management approach adopted, and how the clubs manage the site, they are likely to be volunteers to manage the pavilion and any club house. It would assumed that the boxing club would pay a lease for their premises. In addition income will come from membership subs, match fees and fundraising activities.</p> <p>It is assumed that the site will break even on a revenue basis.</p>																						
<p><b>Recreation Site – New Pavilion</b></p>	<p>It is assumed that there will be no additional costs to the site, however it is recommended that a small maintenance budget is allocated to the pavilion – from the previous grounds budget from the playing pitch.</p>																						
<p><b>Cricket Wicket</b></p>	<p>NA</p>																						

