

## Strategic Plan for Sport and Recreation in Basingstoke and Deane to 2025

**Delivery Schedule**  
**April 2012 – March 2014**  
Latest Update - July 2014

**&**

**Forward Plan**  
**2014 - 2017**

**UPDATE JULY 2014**

<b>Completed</b>		<b>21</b>	<b>54%</b>
<b>Ongoing</b>		<b>16</b>	<b>41%</b>
<b>Off track</b>		<b>0</b>	<b>0%</b>
<b>Change to plan</b>		<b>2</b>	<b>5%</b>

### Strategic Objective 1: Retain and maintain existing facilities that are highly valued by the community

Where do we want to be?	Indicators
For all facilities to be accessible and fit for purpose	% satisfaction with access to sport and recreation facilities - Active People Survey and Resident surveys- every 2 years Increase in % of facilities assessed as satisfactory condition – Facilities Audit - every 5 years
For all facilities to be well managed and sustainable with long terms plans for maintenance and lifecycle replacement	% of facility providers with asset management plans - annual update as part of Sports Plan Facility Assessments
For all facilities to be well used and promoted to actively encourage increased participation	% of facilities reporting sustained or increased participation annually - annual update as part of Sports Plan Facility Assessments
For the Sports Plan to be used as a key tool in community and neighbourhood plans as part of comprehensive local needs assessments	% of Community Plans identifying sport and recreation needs
For priorities to be identified and progress monitored in the Action Plan	% of priority schemes delivered in accordance with Action Plan

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
1.1	Complete the baseline assessment of condition of existing facilities using the Facility Assessment Template	BDBC – Community Services Unit (FPO)	All Facility Providers – to submit information	Unit Service Plan Minutes provided by Parish / Town councils Minutes provided by Sports clubs / providers	July 2012 and then annual updates	Potential needs not identified; data not available to support initiatives to retain and maintain local provision	<b>Completed in 2012</b> On council website with forms allowing external providers option to submit additional information about their facilities.
1.2	Include Sport and Recreation needs in rural and urban community plans	Local Community Planning Groups	BDBC – Community Services Unit	Minutes provided by Parish / Town councils Unit Service Plan	Ongoing as plans are produced	Potential needs not identified; lack of evidence to support local initiatives; lack of evidence for S106 and CIL contributions and other funding streams	<b>Completed</b> Plans for South Ham, East Woodhay, Kingsclere, North Waltham, Oakley and Deane, St Mary Bourne. <b>In Progress</b> Ashford Hill with Headley, Bramley, Buckskin, Herriard, Overton, Popley East and West

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1.3	Assess satisfaction with sport and recreation facilities through resident satisfaction surveys	BDBC – Policy Hub Sport England	BDBC to commission survey	Unit Service Plan	During 2012	Feedback unavailable to help inform decision making	<b>Completed in 2012</b> <b>No direct question in 2014 Survey.</b>  <b>LRNA survey in late 2014.</b>
1.4	Refresh asset management plans and identify service / funding implications for all key facilities	Relevant facility providers BDBC Properties:	Facility providers and facility managers	Facility provider service plans / core funding agreements	During 2012	Lack of forward planning for major items of replacement / refurbishment may lead to facility closures and loss of services	<b>Completed</b> <b>7 year plan to 2018.</b> Subject to approval, Conditions survey to be carried out in 2015 to update the Asset Management Plan.
1.5	Produce a pavilions investment / disposal strategy for all council owned pavilions (link to action 3.3 – review of playing pitches)	BDBC – Resources Unit	BDBC – Community Services Unit	Relevant Unit Service Plans	By March 2014 Revised to May 2015 as LRNA work and Playing Pitch strategy required	Investment in facilities is not directed to facilities that are well used and meet local needs	<b>Due for completion in 2014/5 following update to LRNA</b> A Playing Pitch Strategy to follow in Spring 2015 which will inform decisions
1.6	Replace Tennis Centre roof in accordance with Asset Management Plan	BDBC – Resources Unit Simon Buckingham	BDBC – Community Services Unit ; Totally Tennis, LTA	Relevant Unit Service Plans Tennis action plans	By March 2014  Revised to March 2015.	Condition of the Centre deteriorates; may lead to facility closure; would be in breach of funding agreement with LTA	<b>Due for completion in 2014/15.</b>  In the Capital Programme to replace the roof in phases.
1.7	Evaluate pilot scheme to transfer some management functions to Hants FA at Winklebury Stadium	BDBC – Community Services Unit	Hants FA FDC	Unit Service Plan Hants FA Plan	By July 2013	Impact of pilot arrangements not known; changes may not meet the needs of the community, BDBC, Hants FA	<b>Completed.</b>  2 year extension to 2015 has been agreed.

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1.8	Develop a funding strategy to meet the asset management needs identified at Basingstoke Sports Centre 2015-2025	Basingstoke and District Sports Trust	External grant funders	Basingstoke & District Sport Trust Service Plan; Core Funding Agreement	By August 2013	Lack of forward planning to secure long term funding for essential works at the sports centre	<p><b>Completed</b></p> <p>Initial Asset Management Programme and Funding Strategy in place.</p> <p>Conditions survey to be carried out in 2014/5 to inform future programme and funding requirements</p>
1.9	Establish Fields in Trust sites and governance / protection arrangements	BDBC – Community Services Unit	BDBC- Resources Unit	Relevant Unit Service Plans	December 2012	Risk that opportunities to secure Playing Fields under the scheme are not realised	<p><b>Completed</b></p> <p>Queen Elizabeth Field in Whitchurch established as Field in Trust in Sept 2012</p>

## Strategic Objective 2: Improve the quality and capacity of facilities that are highly valued by the community

Where do we want to be?	Indicators
For there to be improved access to school sports facilities	% of schools with community access at evenings and weekends – Facilities Audit - every 5 years
For there to be improved access to informal recreation facilities such as cycling / walking routes, parks and open spaces	Number of additional informal recreation facilities created – audit of capital schemes
For there to be improved access for disabled users	Increase in % of facilities addressing needs of people with disabilities – Facilities Audit - every 5 years
For quality and capacity of existing facilities to be improved to meet growing demand generated from population growth and increased participation	% satisfaction with sport and recreation provision - Active People Survey every 2 years; resident survey Number of clubs / facilities satisfied that existing facilities meet club / participation needs
For the Sports Plan evidence base to be used to identify which facilities require improvement and need additional capacity to meet demand and use the Action Plan to ensure resources are allocated to meet this need	% of priority schemes identified and delivered over the life of the Plan

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
2.1	Achieve consensus on allocation of received S106 funds for sport and recreation purposes; work to be prioritised according to value of existing unallocated S106 funds in catchment areas: a) Popley/Rooksdown b) Bramley c) Overton d) Chineham e) Other sites	BDBC – Community Services Unit	Parish Councils, Ward Members, Community Sports Organisations  All need to be willing to explore options and agree a schemes that have local support and are deliverable	Relevant Unit Service Plans	Ongoing	Impact of new development upon sports and recreation facilities is not mitigated.	<b>Ongoing</b> £210 k spent on projects in 2013/14 and further 300k profiled 2015/16 – 2017//18.  a) to d) All ward schemes identified and in various stages of implementation. e) Ongoing

Action Plan Ref:	Actions	Lead	Who is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
2.2	<p>i) Carry out survey of use of indoor sports halls in the borough;</p> <p>ii) carry out survey among clubs to assess unmet demand for sports hall use;</p> <p>iii) work with providers and clubs to match availability with identified need</p>	BDBC – Community Services Unit	<p>Community Schools</p> <p>Community Sports Clubs</p>	Unit Service Plan	July 2012	Lack of understanding of sports hall capacity and demands; opportunities to match club needs with available opportunities missed	<p><b>i) and ii) Completed</b> Survey results on website.</p> <p><b>iii) Ongoing</b> Actions to be incorporated into the Leisure Recreation Needs Assessment in 2014.</p>
2.3	Develop plans in consultation with local residents and stakeholders on enhanced facilities for Basingstoke Rugby Club at Down Grange	Basingstoke Rugby Football club	<p>BCOT – for shared sports facilities</p> <p>Sport England / RFU – as funding partners and rugby participation objectives</p> <p>BDBC – as Land owner, and planning authority and for participation objectives</p>	<p>BRFC Website</p> <p>BCoT Strategy</p> <p>RFU – meeting minutes of support for new club house</p> <p>Report: 713/CSL Improvements to Down Grange Sports Complex</p>	Complete consultation & negotiations to commence improvement scheme by December 2013	Lack of public engagement may have adverse impact on the Club's plans to develop options to enhance the facilities	<p><b>Change to Plans</b></p> <p>Initial considerations for new building were not pursued by parties.</p> <p>Club now wish to focus on enhancing current facilities.</p> <p>This is now being considered as part of the wider Down Grange project.</p>
2.4	Implement scheme to provide additional car parking facilities at Down Grange within approved council budgets	BDBC – Community Services Unit	Down Grange residents / clubs	Unit Service Plan and Capital programme	March 2014	Need for additional car parking not addressed; earlier implementation does not take account of BRFC scheme	<p><b>Due for Completion by March 2015</b></p> <p>Planning application approved in 2014.</p>

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2.5	Progress scheme to provide social facilities at Barlows Park Football Complex	Barlows Park Management Association	Tadley Calleva FC – primary user BDBC and BPET (landlords) West Berks - Planning authority	Barlows Park Management Association Business Plan	By start of 2012-13 football season	BPMA is unable to generate sufficient income to support running of the facilities	<b>Completed</b> Social facilities opened in 2012. Usage is good.
2.6	Develop a funding strategy to deliver improvements to the Indoor Tennis Centre	BDBC – Community Services Unit	BDBC – Resources Unit Totally Tennis, LTA Collaborative approach to funding	LTA Facilities Strategy Relevant Unit Service Plans	September 2013	Tennis Centre continues to deliver poor customer experiences particularly for children and people with disabilities due to separation of courts from changing and reception facilities	<b>Ongoing</b> Initial concept identified and drawings prepared. Some interest and small contributions identified at present.
2.7	Agree a plan for refurbishment of the Aquadrome, including replacement flumes, beyond expiry of the current contract in 2018	BDBC – Resources Unit	BDBC – Community Services Unit Community Leisure Trust - operator Service implications need to be assessed	Relevant Unit Service Plans	March 2014	Investment decisions will not be available to inform procurements options and specification for management beyond current contract period	<b>Due for Completion in 2015</b> Conditions survey (Subject to approval) will update the Asset Management Plan and inform strategy for new contract.

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
2.8	Agree a plan for refurbishment of Tadley Swimming Pool, beyond expiry of the current contract in 2018	BDBC – Resources Unit	BDBC – Community Services Unit Community Leisure Trust - operator Service implications need to be assessed	Relevant Unit Service Plans	March 2014	Investment decisions will not be available to inform procurements options and specification for management beyond current contract period	<b>Ongoing</b> Changing Village Improvements due in late 2014 following successful application for funding - £150,000 Further work for period beyond 2018 will be required.
2.9	Deliver Mini golf feature at Basingstoke Golf Centre	Community Leisure Trust	BDBC – as landowner	CLT 2011-2 business Plan	Spring 2012	Loss of income against Trust business plan	<b>Completed</b> Opened March 2012 Flood damage in Spring 2014. Re-opened in Summer 2014
2.10	Investigate potential asset transfer of pavilion at Russell Howard Park to Netball League as part of wider aim to improve netball provision	BDBC – Community Services Unit	Netball League England Netball	Unit Service Plan	Summer 2013	Lack of long term management / investment plan for the netball facilities; condition of courts and pavilion deteriorate.	<b>Change to Plan</b> Scheme to be incorporated into the regeneration of the local facilities in partnership with Westside Community Centre
2.11	Develop plans and funding strategy for a spectator stand at Down Grange Athletics Track	Basingstoke and Mid Hants Athletics Club	UKA – External funding BDBC – as landowner	Feasibility Study initiated by the Club	By March 2013	No prospect of a stand without feasibility and funding strategy in place	<b>Ongoing</b> Initial concept drawings completed. Being considered as part of wider Down Grange project.



Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when Red urgent Blue end 12/13 Green end 13/14	Consequence of action not being delivered	Monitoring
2.12	Develop a business case and explore funding options for a second artificial pitch at Down Grange	Basingstoke Hockey Club	BDBC – as landowner England Hockey	Verbal commitment to date	By March 2013	No prospect of a second pitch without feasibility, planning and funding strategy in place	<b>Ongoing</b> Pitch proposal received from club Dec 13. Being considered as part of wider Down Grange Project.
2.13	Progress Scheme to provide new clubhouse for Oakley Bowls Club	Oakley Bowls Club	BDBC – Capital Grant Application	Feasibility Study and scheme developed by Club	September 2012	Club are unable to expand / attract new members due to the limitation of the clubhouse	<b>Completed</b> Delivered and the club is thriving, recently winning local awards.

**Strategic Objective 3: Where there is evidence of need that cannot be met by existing provision, enable the development of new provision**

Where do we want to be?	Indicators
For deficiencies in existing sport and recreation provision to be reduced by improving access to local facilities and community clusters of provision	Increase % of residents who have access to local recreation provision from 59% to 65% by 2025 Increase % of residents who have access to a cluster of facilities including an indoor sport hall / community hall and an indoor swimming pool from 90% to 95% by 2025
To have a long-term plan for providing new provision to maintain sport and recreation opportunities in line with the growth of the borough in the next 10-15 years embedded in the Local Development Framework and supporting policy documents	Number of schemes delivered through LDF process by 2025
For sufficient Sport and Recreation facilities to be provided in the planning stages of any new developments	% of S106 agreements securing on site sport and recreation provision or a developer contribution to local and / or strategic sport provision
For a long term plan to be in place to enhance facilities at the Leisure Park	Increase in resident satisfaction with the Leisure Park – resident survey

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
3.1	Develop and adopt quantity standards for sport and recreation provision through the LDF process	BDBC – Community Services Unit	BDBC – Policy Hub	Relevant Unit Service Plans	Early 2012	Standards not adopted, justification for seeking contributions for new facilities not robust, developers appeal, contributions not secured	<b>Ongoing</b> The update to the Leisure Recreation Needs Assessment will provide revised local standards and quantities for consideration
3.2	Identify the sport and recreation provision required for sites brought forward for development and feed into the Infrastructure Delivery Plan (IDP)	BDBC – Community Services Unit	BDBC – Policy Hub	Relevant Unit Service Plans	Early 2012	IDP does not set out proposed sports infrastructure for development sites, land and / or contributions for facilities not secured	<b>Completed</b> As proposed housing sites is continually changing, it is an evolving process.

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
3.3	Review playing pitch provision / demand and develop a plan for future grass and artificial turf pitches  Linked to Action 1.5 Pavilions investment / disposal strategy	BDBC – Community Services Unit	Football Development Council  Hampshire FA  Need to input participation trends and feedback from football clubs	Unit Service Plan  Hampshire FA Football Development Plan  Football Development Council Objectives	September 2012	There is a lack of coordinated provision and investment, pitches become increasingly inefficient to maintain, quality and quantity of pitches do not meet local needs	<b>Due for completion in 2015</b>  On the back of Leisure Recreation Needs Assessment, a strategy will be developed and implemented.
3.4	Explore the potential for the relocation of Basingstoke Town Football Club	Basingstoke Town Football Club	BDBC – Community Service Unit	BTFC's stated intention to relocate  Council Plan 2010-13	March 2014	BTFC cannot relocate and need to consider other options	<b>Ongoing</b>  Relocation Option is being considered.  Any scheme will be subject to planning considerations.
3.5	Present a strategy for improving Basingstoke Leisure Park to members for approval	BDBC – Resources Unit	BDBC – Community Services Unit and Policy Hub	Council Plan 2010-13  Relevant Unit Service Plans	Summer 2012	Lack of strategic direction for the long term future of the Leisure Park; quality of facilities on the Leisure Park start to decline, no longer regarded as a regional destination	<b>Ongoing</b>  There are discussions taking place with potential developer.  Airkix opened Summer 2013
3.6	Develop and implement scheme to provide new pavilion on the Berrydown site in Overton	Overton Recreation Centre	Hampshire FA  BDBC – Community Services Unit  Overton Parish Council	Overton Recreation Centre Strategic Plan  BDBC S106  Overton Parish Council support	By March 2013	There will continue to be a deficit in sport and recreation provision in Overton, insufficient facilities to meet local need	<b>Completed</b>  Officers now investigating further land acquisition to secure long term future of the site.

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
3.7	Progress scheme to provide a club house for Basingstoke Canoe Club	Basingstoke Canoe Club	British Canoe Union Hart District Council	Basingstoke Canoe Club action plan British Canoe Unit Community Club funding programme	By March 2014	No facilities for outdoor water based pursuits available to local residents	<b>Completed</b> The Canoe club were successful in obtaining partnership funding and the project is currently underway with completion expected late 2014.
3.8	Promote provision of new way marked walks and cycle routes in the town area through Green Infrastructure and Transport policies	BDBC – Community Services Unit	BDBC – Policy Hub	Inclusion in GI Strategy and transport planning policies	Ongoing	Opportunity to significantly increase participation and improve wellbeing by providing better access to facilities and open spaces not met	<b>Ongoing</b> Down Grange 2km route installed Summer 2013. Looking at joined up approaches & outcomes with Natural Basingstoke
3.9	Progress scheme to deliver multi functional hall at Testbourne school and explore opportunities for collaboration between sports providers in Whitchurch and Overton	Testbourne Community School	Sport England – External Funding Application HCC – Education Authority Long Meadow Sports Trust Whitchurch Town Council Overton Parish Council	Testbourne Community School Plan	March 2014	Opportunity to increase community use of Testbourne School is not met, opportunities for the residents of Whitchurch and Overton benefit from coordinated programming and facility planning are not developed	<b>Ongoing</b> Multi-Functional Hall in place. Local Sports Group established and seeking opportunities to collaborate on schemes. Latest is a 3G ATP at Testbourne School - feasibility study completed in 2014. This is subject to further work, planning and funding.

**Strategic Objective 4: Drive up participation in sport and physical activity to increase the number and frequency of people taking part on a regular basis, ensuring there are choices that offer low cost options.**

Where do we want to be?	Indicators
For adult participation in physical activity to increase	Recorded % of people undertaking 3 x 30 minutes physical activity per week – target 1% increase year on year (2009/10 baseline = 23.6% Active People Survey)
For young peoples' participation to increase year on year, with community clubs providing at least 2 hours a week of sports opportunities	Number of community clubs providing 2 hours of sport for young people (survey of sport clubs)
For participation in physical activity by people with disabilities and by people from minority groups to increase	Recorded % of people with disabilities and people from minority groups undertaking 3 x 30 minutes physical activity per week (Active People Survey)
For the scope of opportunities for older people to take part in sport to be extended	Feedback from Older Persons groups and facility providers
To achieve an increase in the number of high quality Clubmark accredited sports clubs	Number of accredited clubs in the borough registered with Sport England
For there to be a broad range of sport and recreation opportunities that meet the needs of local residents	Number of actions delivered over the life of the Strategic Plan for Sport and Recreation
For the range and promotion of low cost activity options to be increased	Reduction in the % of people who say cost is the main barrier to participation (Resident survey)

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
4.1	Support clubs to promote membership, increase participation and achieve a legacy from activities linked to the Olympic and Paralympic Games	Basingstoke Get Active Group	Local Sports Council, Sports providers, community clubs	Basingstoke Get Active Action Plan	Ongoing beyond London 2012	Targets to increase participation across the borough are not met	<b>Ongoing</b> Updated OSCOM Sept 2013. <b>Main achievements</b> – installed way-marked route at Down Grange, enhanced the sports education programme and delivered signposting events for disabled young people, on back of Commonwealth Games in Summer 2014.

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
4.2	Undertake a comprehensive review of fees and charges for all council owned facilities to assess cost of provision vs income from charges and develop a policy on public subsidy to support participation	BDBC – Community Services Unit	BDBC – Resources Unit	Relevant Unit Service Plans	September 2012	True cost of council provision of sports facilities not known, subsidies not fairly applied to support participation objectives	<b>Completed</b> Review of Fees and charges completed November 2013  Agreed by Council in February 2014 and implementation in April 2014.
4.3	Establish performance indicators to evidence the value of sport to individuals, communities and places	BDBC – Community Services Unit	Key sport and recreation providers	Unit Service Plan	March 2013	Social and economic benefits of sports not evidenced and impact of services provided unknown	<b>Ongoing</b> Social Value of sport is a national theme at present across National Sports professional bodies such as Sport England. Will be fed down for local indicators.
4.4	Identify and promote potential external funding sources to support initiatives improving access and participation in sport	BDBC – Community Services Unit	Local Sports Council Basingstoke Volunteer Services	Unit Service Plan	Ongoing	Opportunities to attract funding to support building schemes and participation projects are missed	<b>Ongoing</b> Sportivate, Satellite Club, Community Leisure Trust and Sport England capital funding has most recently been sourced for various clubs and initiatives.
4.5	Commission training programmes for clubs to strengthen volunteer recruitment, retention and skills	BDBC – Community Services Unit	Local Sports Council Basingstoke Volunteer Services	Unit Service Plan Local Sports Council Aims and Objectives	March 2013 then annually	Clubs and volunteers feel unsupported and under valued, number of volunteers decline, skills and experience of groups decline	<b>Ongoing</b> Sports Education Programme has been enhanced. Seminars and courses are delivered through each year. Take-up is always good. The borough has also hosted some county wide seminars.

Action Plan Ref:	Actions	Lead	Who else is critical to deliver the action	Evidence of commitment to deliver	By when	Consequence of action not being delivered	Monitoring
4.6	Investigate development of a centre for martial arts clubs and other compatible indoor sports (particularly Table Tennis) through collaboration by relevant sports providers	Shin Gi Tai Martial Arts Academy; Tai Kwondo, Table Tennis League	BDBC – Community Services Unit – initial coordination of clubs  Other clubs as relevant	Verbal commitment to meet and explore options	July 2012	Clubs unable to respond to growing demand for Martial Arts activity and growth in Table Tennis	<b>Ongoing</b> Shin Gi Tai Club is growing rapidly and Club currently seeking to extend existing facility in Viables.  Taekwondo and Table Tennis – No further update at the present time
4.7	Work with British Cycling to establish recreational cycling sessions for women, using existing cycle networks, to encourage participation particularly among older people and minority groups	BDBC – Community Services Unit	British Cycling	Unit Service Plan  British Cycling ‘Breeze’ strategy and local champion	April 2012	Lost opportunity to increase participation linked to an initiative by British Cycling	<b>Ongoing</b> 100% growth in Breeze scheme from 2012 compared to 2013 due to recruitment of volunteers.  Good local and national promotion received.
4.8	Develop a clear procedure and criteria for the commissioning of sports services (eg through core funding, grants, purchasing arrangements) by the council	BDBC – Commissioning Unit	BDBC – Community Services Unit	Establishment of BDBC Commissioning Unit	March 2013	Lack of clarity relating to specification and outcomes for sports services procured by the council	<b>Ongoing</b> Review currently taking place following audit of arrangements in 2014, resulting in commissioning action plan being developed.

### 3 Year Forward Plan 2014 – 2017

Proposed Activity	2014-15	2015-16	2016-17
Procure major works at Basingstoke Aquadrome	Planned Preventative Maintenance and asset replacement programmes to be implemented		
Procure major works at Tadley Swimming Pool			
Tender process for management of leisure facilities beyond April 2018	Options appraisal and business case for retention of facilities; decisions on facility major works programmes and closure periods	Development of marketing brief, tender framework and service specification	Procurement process – invitation to tender; receipt and evaluation of tenders, preferred bidder, post tender negotiations
Facility audit to refresh Sports Plan baseline data (once every 5 years)	Undertake / Commission an audit of facilities to update data in Leisure and Recreation Needs Assessment and Strategic Plan database and review priorities against quantity and quality standards to inform investment	No action	No action
Community access to school sport facilities	Commission a study with HCC to investigate alternative access arrangements to improve club use of sports halls and other school sports provision	Aim to implement pilot scheme with one community school	Evaluate pilot scheme and present recommendations for wider implementation if successful
Review provision of sport and recreation activities that engage older people	Consult with older people to seek views on the range of interests and abilities for physical activity in older age and assess how to plan provision to meet future needs.	Develop schemes and projects with providers to respond to the needs of older people – detail to be include in the Schedule	
Potential new indoor multi-sport centre	No action	Develop a project plan for investigating options / feasibility	Progress in accordance with project plan