

FOR PUBLICATION

Chesterfield Borough Council Draft Sports Facilities Strategy 2015 - 2028

MEETING: COUNCIL

DATE: 26 FEBRUARY 2015

REPORT BY: SPORT AND LEISURE MANAGER

WARD: ALL

COMMUNITY ASSEMBLY: ALL

KEY DECISION REFERENCE (IF APPLICABLE): 476

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: 1. Assessment of Need November 2014
2. Consultant Brief July 2014

LOCATION: Sport and Leisure

1.0 PURPOSE OF REPORT

1.1 To adopt a new Sports Facilities Strategy (SFS) to satisfy statutory Planning obligations and support delivery of the Councils core strategy and identified corporate priorities for Chesterfield which are:

- To make Chesterfield a thriving borough.
- To improve the quality of life for local people.
- To provide value for money services.

- 1.2 The primary scope of the proposed strategy includes Indoor Swimming Pools, Sports Halls, and Artificial Grass Pitches (AGP). The strategy also acknowledges the intrinsic value of good quality community hall provision to further underpin development of local participation in active recreation.

2.0 RECOMMENDATIONS

- 2.1 That Council approves and adopts the proposed strategy for protection, enhancement and future development of Sports Facilities provision in the borough.

3.0 BACKGROUND

- 3.1 In 2012 the Council consulted on a revised draft Core Strategy and received an objection from Sport England who are the statutory consultee using the National Planning Policy Framework (NPPF) as a benchmark. Sport England have clear objectives to protect, enhance and provide sports facilities including the promotion of health and wellbeing in communities through appropriate and sustainable facility provision.
- 3.2 The objection is attached as Appendix 1 and advised:
 - Sport England does not accept that an evidence base dated 2002 (Parks and Open Spaces Strategy) and **2003 (Chesterfield Sports Facilities Strategy)** can be regarded as up to date and therefore in compliance with Par 73 of NPPF. Not only are they considered to be out of date but they will no longer be robust given the changes in facilities which will have taken place over the last 10 years.
- 3.3 Council consultation on Sites and Boundaries Development Plan Document (DPD) proposals in early 2013 received further objection and the full response is attached as Appendix 2. The response made several matters clear including acknowledging that the Council had committed to developing the necessary strategic evidence required but advised as follows:
 - Planning policies in general should be informed by robust and up to date assessments of demand and supply of open space, sport and recreation facilities. Sport England has advised the Council both under the terms of PPG17 and now the NPPF (Par 73) that such assessments should be undertaken to both inform specific policies for sport as well as providing information as to whether sports sites

need to be protected from new proposed development or to be improved and whether new facilities/sites need to be provided to support planned growth and consequently to inform the infrastructure delivery plan and allocations DPDs. In the early stages of plan preparation this has not been available but the Council is now in the process of commissioning consultants to undertake a Playing Pitch and Sports Facilities Strategy to provide this information and to inform planning policy, as well as other key investment decisions of the Council (primarily the relocation/replacement of Queen Park Leisure Centre in Chesterfield

3.4 The relevant paragraphs referred to by Sport England are as follows:

- **Extract from the NPPF guidance.**

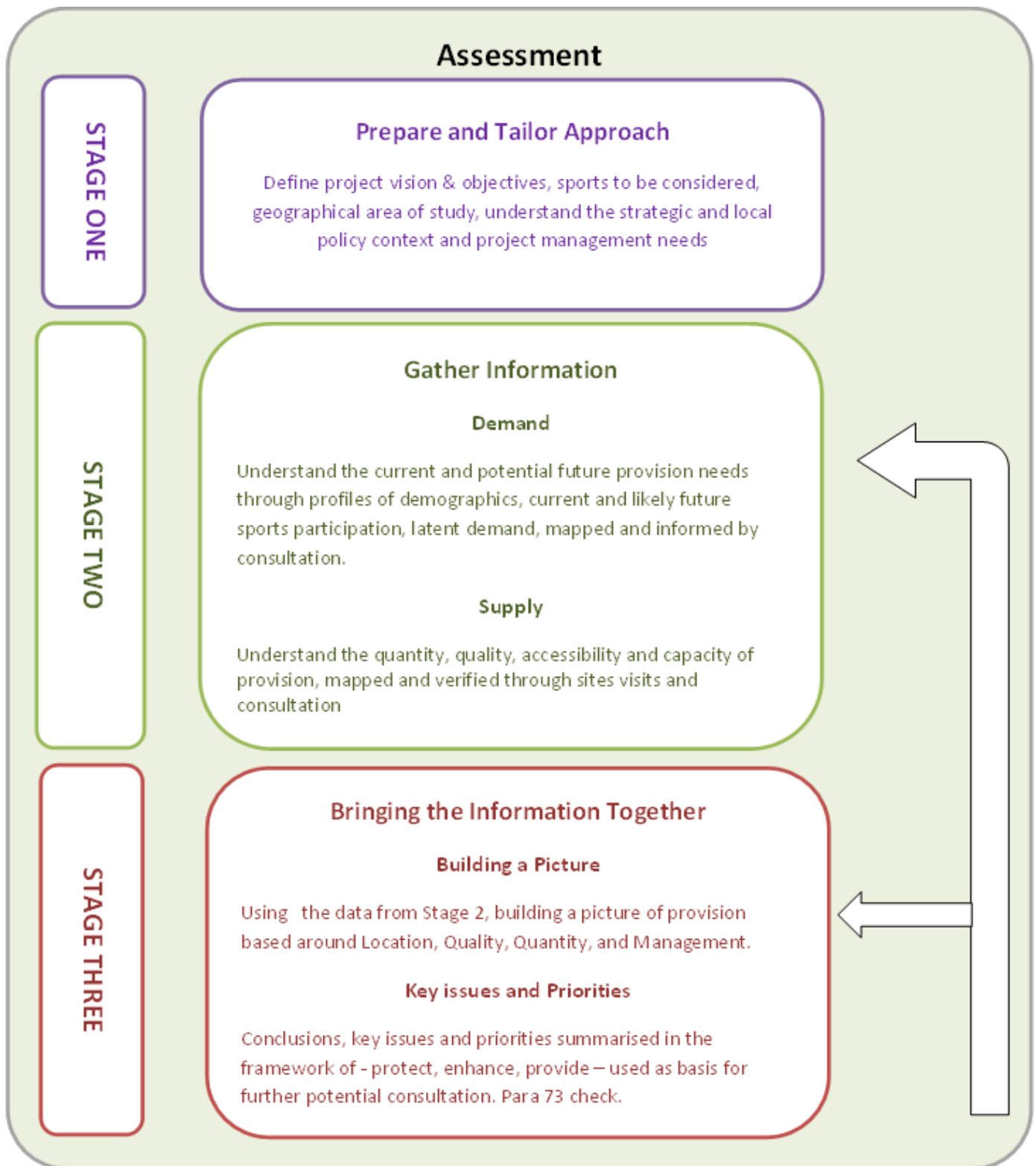
Para 73. Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.

Para 74. Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss

3.5 A feasibility study was completed in 2012 which identified several options for addressing an investment need into the existing Queen's Park Sports Centre. In February 2013 the Council considered a report and decided on a new build option utilising the Annexe site adjacent to Boythorpe Avenue. The scheme would include a new indoor facility mix, removal of a football pitch and derelict athletics track from use. Sport England initially objected on the basis of lack of strategic needs and evidence being in place to confirm that the changes would not be a detriment to the borough sports provision.

- 3.6** Acknowledging that the Council was committed to producing relevant strategies; Sport England subsequently supported the new Queen's Park Sports Centre proposals based on sufficient needs and evidence being identified using their recommended tools, and a clear statement from the Council that relevant strategies would be in place by March 2015. The PPS was adopted by Full Council on 16th December 2014. The SFS is now being progressed.
- 3.7** It should be noted that a new Parks and Open Spaces Strategy is also currently being developed along with the SFS and will be completed by March 2015. The three strategies will collectively inform the Council's Core Planning Strategy as required by Sport England and the NPPF.
- 3.8** The SFS needs and evidence assessment was completed in November 2014. A draft SFS and Action Plan was prepared (Appendix 3) and the key findings considered by the Leisure Scrutiny Project Sub Group on 25th November and Enterprise and Wellbeing Scrutiny Committee on 18th December 2014. Both endorsed the draft strategy findings and Action Plan for Cabinet consideration.
- 3.9** Sport England have fully endorsed the methodology used for the borough facilities review and the action plan developed for the draft SFS. The draft SFS has also been published on the Council's website for community comments. The following diagram outlines the approach to the SFS process :



3.10 The key phases of work completed on the assessment are as follows:

Stage 1 – Prepare and Tailor the approach

- Assessing Needs and Opportunities Guide (ANOG) has been

developed by Sport England and sets out an approach to undertaking needs assessment for sport and recreation facilities, in order to be compliant with the NPPF. The approach adopted to develop the SFS for Chesterfield has followed the process set out in the ANOG guide as shown in 3.9 above.

- The work has therefore considered the strategic context and sports participation profile across the borough, looked at supply and demand of facilities across Chesterfield in terms of *quantity, quality, access and availability*, built in consultation and utilised Sport England planning tools to develop the needs and evidence base and subsequent strategy recommendations.
- The approach of the needs assessment has been tailored to reflect the geographical and sporting nature of the borough.
- Reflecting the compact nature of the borough, the adequacy of facilities is analysed throughout this assessment at a borough wide level. It has previously been established that patterns of usage meant that it is not appropriate to subdivide the area further. (consider as one unit area as travel time and distance across the borough is short)
- Site specific analysis and the location of each site within the borough are however taken into account when evaluating the adequacy of provision, as well as during the strategy development process.
- The consultation process has also been tailored to maximize engagement and to make best use of available resources and has included the stakeholder and community consultation relating to both the newly adopted PPS and new Queen's Park Sports Centre project consultation completed in 2013.

Stage 2 – Gather Information:

- Undertaking the assessment of need for sports facilities in the borough was essential to understanding and setting out the sporting, physical activity participation and health profile in the area. We needed to ensure that the evidence base developed about facilities was based on understanding who participates, how often, in what type of activities and the barriers and motivations for increasing participation.
- The sequence of gathering information involved the following key elements:

- *Chesterfield's adult and young peoples' participation in sport and physical activity, from the Sport England Active People survey (APS) and focusing on the once a week measure over APS 1 – 8 (2005 - 06 to second quarter 2014)*
- *Spatial analysis of sport and physical activity participation and the spatial profile of the health of residents*
- *Impacts of the levels of sporting and physical activity and inactivity on health and the health costs of inactivity*
- *Profile of adult sports participation for Chesterfield borough based on the Sport England Active People market segmentation data and compared with the findings for Derbyshire and the East Midlands Region.*

Some key factors emerging:

- Participation in sport and physical activity in Chesterfield is increasing and is now generally in line with regional and national averages. The proposed growth in population and housing numbers will mean the demand for facilities will increase and the need to build in headroom in terms of future facility provision is evident, particularly in terms of swimming provision. Future proofing any developments will therefore be important, particularly in terms of Queen's Park.
- There is a close relationship with the areas of highest sports participation having the lower levels of obesity. Sport and physical activity and facility provision would therefore appear to impact positively on the health agenda.
- There will be a need to match future facility provision and strategy to future demographic and participation profile. Alongside formal sports provision, the need for flexible activity spaces to meet more informal activity and health related programmes will need to be an important element of future provision.
- The Sport England 2013 assessment is based on a proposed new but smaller Queen's Park Sports Centre of 325 sq metres of water a 25 m x 6 lane pool. Given the overall findings on quantity of swimming pool provision updated to 2014 and the projected deficit in water space in 2014 and 2028, the Borough Council's confirmed new Queen's Park Sports Centre of a 25m x 8 lane pool (420 sq metres of water) and learner pool of 80 sq metres of water is very much justified. The proposed new Queen's Park Sports Centre pool will reduce the current

and projected deficit in waterspace across the borough and ensure *future proofing*.

- Based on the Sport England comparative standard of water space per 1,000 population, Chesterfield Borough has the third lowest provision in Derbyshire and is below the East Midlands and England wide provision in 2013.
- The quantity of sports hall provision is that Chesterfield has a surplus of supply over demand of 14 badminton courts in 2013 and reducing to 11 courts in 2018. This is based on the sports hall supply being unchanged between the two years and demand increasing based on the population growth between the two years. The new Queen's Park Sports Centre sports hall will have 2 more courts than the current venue and so the supply surplus will increase by a further 2 badminton courts.
- Based on the comparative standard of badminton courts per 10,000 population Chesterfield Borough has 5.3 courts per 10,000 population in 2013, reducing to 4.6 courts in 2028. This is higher by around 1 court per 10,000 population than courts across Derbyshire and the East Midlands Region.
- Community based provision is also particularly important for delivering to the health agenda where local accessible opportunities in the community reflect the approach of getting the inactive more active. Loundsley Green Community Centre is an example of the type of provision, which is critical across the borough, and provides a vital resource for local 'doorstep' activity. Community based provision will be further considered in the councils planned Sport and Physical Activity strategy.
- Replacement of the Queen's Park Sports Centre with a new sports hall of 8 badminton courts is justified on quality grounds because it will provide the only venue in the Borough which can provide for multi sports activities at the same time and have substantial supporting spectator provision. It will also be the sports events venue for the borough. It will therefore complement the other borough venues which have a modern 4 badminton court size sports hall.
- The existing stock of AGPs is at capacity.
- There is a poor balance between the different types of surface given the shift to 3g surfaces by the FA; and

- There is a need to consider supplementing the existing stock through either a small AGP, an additional 3G AGP, and supporting refurbishment of existing AGPs.

Stage 3 - Bringing the Information Together:

- The outcome of research done at Stages 1 and 2 above have been used to match future facility provision and strategy to future demographic and anticipated participation profile. Alongside formal sports provision, the need for flexible activity spaces to meet more informal activity and health related programmes will need to be an important element of future provision.
- An Executive Summary is attached as Appendix 4
- The draft SFS and Action Plan uses the issues identified in the needs and evidence report (Appendix 5) to set out a strategic framework for the provision of sports facilities. This includes the proposed action plan developed in consultation with key stakeholders, providers and deliverers.

3.11 This report and the draft Sports Facilities Strategy were considered by Cabinet at its meeting on 13 January, 2015 (Cabinet Minute No. 155), and the following decisions were made:

1. That it be recommended to Full Council that the proposed Sports Facilities Strategy for the protection, enhancement and future development of sports facilities provision in the Borough, be approved.
2. That the proposed Strategy Action Plan for the protection, enhancement and future development of sport facilities provision in the Borough, be approved.
3. That the Sports Facilities Strategy monitoring and review process be linked to the recently approved process in respect of the Playing Pitch and Outdoor Sports Strategy; and that the already established member/officer steering group be authorised to make any necessary minor changes to either strategy to meet statutory and local Planning requirements.
4. That future reports be provided to Cabinet where any requirement for significant changes that impact on corporate priorities, affordability, and Planning need may be identified.

5. That Sport England methodology be adopted in relation to both implementation and monitoring of the Strategy.

4.0 Issues for Consideration

- 4.1 The Council is committed to adopting a SFS to inform the current Core Planning Strategy.
- 4.2 The new Queen's Park Sports Centre has been progressed in consultation with Sport England. A Strategic Fund grant approved by Sport England has a condition attached that requires both a PPS and a separate SFS for the borough to be adopted by the end of January 2015.
- 4.3 The Sites and Boundaries DPD proposals required needs and evidence which must be provided through robust Strategic plans being in place including a PPS and SFS to satisfy the NPPF and Sport England.
- 4.4 The Council will have the opportunity to develop, enhance or protect facilities through appropriate use of Section 106 (Town and Country Planning Act 1990) and the Community Infrastructure Levy (CIL). The Planning process including any grant applications arising within schemes will require up to date strategic needs and evidence in place to be supported by key stakeholders and other funders such as Sport England. Lack of suitable strategic information is a high risk in terms of corporate priorities being met and associated funding being accessed.
- 4.5 Robust future financial planning and asset management to do the right things in the right places should arise through suitable strategic plans and knowledge being in place.
- 4.6 Consultation data that has informed this strategy has involved key stakeholders including the Council's Sport and Leisure team, local Clubs and National Governing Bodies (NGB), importantly this has been done as part of assessing current provision, future options for provision and formulating the final recommended action plan. Other key consultees include the County Sports Partnership, Sport England Planning team, Council Planning team, and the local Chesterfield Schools Sport Partnership. The Active Chesterfield Partnership has also been consulted which involves a wide range of current key community providers of Sport and Physical Activity, and the Derbyshire NHS.
- 4.7 The proposed draft Strategy (Appendix 3) includes a number of key actions. The action plan is comprehensive and where appropriate - site

specific. Given the increasingly dynamic public service environment, the action plan delivery and investment will be linked to the Councils future plans and be reliant on affordability and sustainability. The following text is an integral part of the Strategy and is intended to explain implementation and monitoring arrangements:

4.7.1 Implementation:

Given the potential level of funding required, it is likely that investment will only be achieved through a combination of opportunities and funding sources as well as partnership opportunities.

Local authority finances are currently under pressure and previous major national funding programmes are no longer available. Some funding opportunities, however, still remain; for example, individual school capital grants have replaced BSF and Sport England now has more clearly defined capital available through its Places People Play Legacy funding programme. While the education capital funding programmes will continue to change over time, there will still be a need for investment to take place on school sites during the strategy period and opportunities for joint projects may arise.

The council will seek to use assets innovatively and work as necessary on a multi-agency approach to address the facility requirements in the strategy action plan.

Amended regulations in relation to S106 and CIL are currently proposed to come into force in April 2015. Future investment will have dependency on access to these funds.

4.7.2 New facilities

In addition to the overarching strategy principles outlined earlier, the following should be considered when providing any new facilities.

- Location - When planning new facilities, the existing sporting infrastructure should be taken into account.
- Quality - Any new provision should meet with the design and quality standards guidance provided by Sport England and/or the relevant NGB.
- a high standard of design, sustainable construction and maintenance
- adequate facilities that:
 - are flexible, where possible fit for a variety of purposes;
 - fully comply with the provisions of the Disability Discrimination Act;

- provide for a wide range of different groups to use, in safety and comfort; and
- meet current standards - Sport England & NGB guidelines.
- managed community access;
- accessible and encourage sustainable travel
- sufficient car and coach parking at larger venues;
- size complies with NGB or other relevant specification;
- located in a no-flood zone;
- security of tenure.

All new and/or enhanced sports facilities must be designed in accordance with the relevant Sport England and (where applicable) NGB design guidance in order to ensure that the facilities are fit for purpose and of a suitable quality.

Sport England's website - <http://www.sportengland.org> contains a range of current guidance documents which provide detailed specifications and information regarding the design of sporting and ancillary facilities.

This also provides a link to the NGB's supported by Sport England, and to the guidance on the respective NGB websites:

<http://www.sportengland.org/our-work/national-work/national-governing-bodies/sports-we-invest-in/>

4.7.3 Impact of this Sports Facilities Strategy for New Development

The draft strategy sets out the facility requirements for swimming pools, sports halls and artificial grass pitches in the borough, taking into account the overall population growth that is anticipated to take place in the borough, as well as the impact of the ageing population within it.

The action plan that accompanies this strategy seeks to address the surpluses and deficiencies identified and key issues emerging from the borough needs and evidence assessment report (Appendix 5). It takes into account the anticipated trends in participation and any known changes in supply or demand. As outlined, new development and the associated population growth will place pressures on the existing facility stock and generate new participation, and will also mitigate the impact of the ageing population.

Increased use of facilities including community halls also places greater importance on the quality and capacity of these assets; and as a consequence, contributions towards facilities should be required from all new developments. Contributions should be made towards the delivery of the strategic objectives of the SFS and the priority objectives set out in the action plan.

4.7.4 Community Infrastructure Levy (CIL) and S106 (Town and Country Planning Act 1990)

The assessment of need for sports and recreational provision also has an important part to play in the preparation of a local authority's Infrastructure Delivery Plan (IDP). The IDP's purpose is to set out an analysis and assessment of existing infrastructure provision, current shortfalls and identify existing and future needs and demands for the local authority to support new development and a changing population for the plan period. This provides a balanced and reasonable piece of evidence for consideration for inclusion in the CIL.

The IDP sets out the infrastructure needs for sport and recreation; CIL is the mechanism for collecting funds for the required infrastructure across the borough.

The Council is currently introducing a CIL policy. The CIL policy will set a financial levy on new developments, which will be used to fund essential infrastructure required to support planned growth. It will cover the whole of the borough and the money raised can be used to fund a wide range of infrastructure such as transport schemes, flood defences, schools, parks and open spaces. The priorities in this SFS will inform the CIL schedule of requirements. It is anticipated that CIL will therefore include contributions towards strategic projects for sports facilities.

4.7.5 Section 106 Contributions

In addition to CIL, local planning authorities can still implement S106 agreements attached to specific applications for development. Three tests are used to scrutinise the applicability of the financial obligation being sought:

- *Necessary to make development acceptable in planning terms*
- *Directly related to the development; and*
- *Fairly and reasonably related in scale and kind to the development*

Upon adoption of CIL, the Council will continue to use S106 contributions for site specific projects, specifically to secure maintenance contributions for the adoption of any open space or sports facilities provision provided on development sites.

The assessment of need (Appendix 5) indicates that few significant additional facilities will be required due to the already implemented new Queen's Park Sports Centre project, and instead many priorities relate to improving access to existing facilities, maintaining quality, and increasing the capacity of sites and are therefore most likely to be provided for by CIL.

4.7.6 Monitoring and Review

The needs assessment findings, draft SFS and action plan have been considered and endorsed for adoption by the Leisure Scrutiny Project Sub Group on 25 November 2014, and subsequently by the Enterprise and Wellbeing Scrutiny Committee on 18 December 2014.

The evolving context of participation in sport and active recreation means that monitoring and review of the strategy is as important as the initial preparation of the SFS document to ensure it remains sufficiently robust to fulfil the above roles.

Reflecting the importance of this phase of work, monitoring of the strategy must be scheduled and is intended to link the monitoring and review with the recently recommended approach for monitoring the PPS. The agreed steering group are therefore collectively committed to keeping the key strategy documents for the Council up to date through:

- monitoring the delivery of the recommendations and actions and identifying any changes that are required to the priority afforded to each action;
- recording changes to the sports facility stock in the borough and evaluating the impact of this on the supply and demand information;
- assessing the impact of changes to participation, including changing trends and the development of new trends, demand and types of activity.
- assessing the impact of demographic changes and new population estimates / housing growth;
- ongoing consultation to understand the evolving needs of clubs and governing bodies, and any requirements for new or improved facilities in the area;
- analysis of funding sources and new funding opportunities for the provision/improvement of sports facilities; and
- reviewing growth of emerging sports, their participation rates, facilities available for them and likely facilities necessary for their support and development
- ensuring that site specific actions (including both private and public sites) are kept up to date and are reflective of the current situation

The ongoing monitoring of the strategy will be led by the Council and it is anticipated that it will constitute:

- Support for the existing sport specific forums – seek to influence and ensure involvement in these forums to discuss issues arising and to lead the delivery of the strategy in conjunction with key partners;

- Establishment of an internal officer steering group that meets twice annually to review progress by all key partners on the strategy delivery and to discuss any issues arising;
- Production of an annual progress overview on the delivery of the SFS and PPS which will include;
 - a review of participation with support from the County Sports Partnership and NGBs, to identify any key changes to participation trends in the borough, and the likely implications of these changes for the strategy (Active People data);
 - an assessment of changes to the facilities (including a full review of Sport Englands Active Places Power); and
 - progress on the strategy delivery
 - review of specific sites identified in the action plan
 - a full annual steering group meeting, or individual annual meetings with NGBs to inform and discuss the annual progress summary and agree future priorities.

5.0 LEGAL POSITION

- 5.1 The Council is required to meet Statutory Planning requirements including compliance with the NPPF as part of its Core Strategy. The new Core Strategy has been published with conditional requirements for further strategic development including a SFS being completed.
- 5.2 The Council has entered into a legal agreement for Sport England Grant funding which includes adopting a SFS by the end of January 2015.
- 5.3 Planning development for the borough and associated decisions require robust strategic needs and evidence being in place in event of challenge.
- 5.4 CIL and S106 arrangements are being progressed and will be implemented from April 2015.
- 5.5 Although not a legal requirement, Sport England have endorsed the methodology used to develop the SFS and resultant action plan. This will place the Council in a strong position in responding to any Planning challenges or making key decisions going forward.

6.0 Financial Considerations:

- 6.1 The costs of producing the new SFS have been met from the previously approved Leisure Legacy budget and agreed contributions from Planning Services.

- 6.2 It is intended to resource implementation and monitoring using existing resources, however there are some aspects that require specialist programme knowledge, access or skills. This includes use of Sport England tools for needs and evidence, and it should be noted that some additional costs may therefore be periodically incurred subject to the complexity of work required. Lead officers will advise on cost and risk and seek approval as appropriate.
- 6.3 The SFS action plan identifies a range of priorities which will require addressing as part of the Council's asset management and investment programmes linked with the Council's core planning strategy and delivery priorities. Sustainable business modeling will be required for future investment decisions to be made.
- 6.4 The main funding delivery mechanisms for the Council and others in delivering this strategy are:
- CIL and Section 106 developer contributions – new development and population growth will generate significant additional demand for playing pitch provision and additional
 - Capital Grant funding: From schools and national agencies such as Sport England, including its Iconic Facilities, Improvement Fund and Inspired Facilities programmes as well as Strategic Funding and NGB support
 - Council funding: capital funding allocated to deliver facilities within the council's ownership, and potentially the use of capital receipts from the sale of existing assets
 - Education and Further Education sector: while the previous sources of funding (including BSF and Primary Schools Programme) have changed and the scale of the education capital programmes have been reduced, the education sector is still likely to be a key funding stream.

7.0 Equalities

- 7.1 An Equalities Impact Assessment (EIA) has been completed in consultation with the council equalities team and is attached at Appendix 6. The EIA confirms that there are no negative implications in respect of the proposed SFS and action plan.

8.0 HUMAN RIGHTS

- 8.1 The relevant human rights issues have been appropriately considered in drafting this report.

9.0 RISK MANAGEMENT

9.1 A summary of the key risk management issues is shown in the table below:

Risk	Likelihood	Impact	Mitigating Action	Revised Likelihood	Residual Impact
Cabinet does not agree to adopt the strategy	Possible	Very High	Robust work completed in accordance with statutory consultee for NPPF	Unlikely	Low
Planning Core Strategy does not meet statutory guidance	Possible	Very High	Robust strategy and action plan in place using approved framework and guidance.	Unlikely	Low
Planning decision faces legal challenges/ objection from consultees.	Possible	Very High	Robust Core Strategy and associated strategic needs and evidence in relevant action plans in place. Strict adherence to recommended framework and methodology adopted. Consultation with Sport England.	Unlikely	Low

Levels of sport physical activity and health decline in the borough through lack of robust planning needs and evidence being strategically addressed.	Possible	Very High	Strategic plan to protect, enhance and develop new facilities in place	Unlikely	low
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10.0 RECOMMENDATIONS

10.1 That Council approves and adopts the proposed strategy for protection, enhancement and future development of Sports Facilities provision in the borough.

11.0 REASONS FOR RECOMMENDATIONS

11.1 For Council to adopt the proposed Strategy to help improve the quality, affordability of provision in the borough, including the social, environmental and economic well being of the area.

11.2 To comply with National Planning Policy Framework (NPPF) guidance for the Council's overall Core Strategy and Local Development Framework.

11.3 To ensure a robust strategic approach is in place establishing Planning needs and evidence data for informing and developing future projects and initiatives proposed in the borough including securing the Sport England Grant of £2m for the new Queen's Park Sports Centre.

You can get more information about this report from Mick Blythe (Extension 5101).

Appendices

Appendix 1 – Focused Changes Response Form

Appendix 2 – Sites and Boundaries Issues and Options Consultation Response Form

Appendix 3 – Draft SFS Strategy – 2015 - 2031

Appendix 4 – Needs and Evidence Report November 2014

Appendix 5 – Executive Summary

Appendix 6 – Equality Impact Assessment