

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 5 March 2024

Subject: Manchester Indoor Sport Built Facilities Strategy Update

Report of: Strategic Director (Neighbourhoods)

Summary

This report is intended to update the Communities and Equalities Scrutiny Committee on the key findings identified in the Manchester Indoor and Sport Built Facilities Strategy (2023-2031) and short-term action plan, to be taken forward with partners over the next 18-month period.

The finding's identified Manchester has a strong network of indoor sport and leisure facilities, from the world class performance centres in East Manchester, to high-quality school and community facilities at a neighbourhood level. The successful capital renewal strategy and modernisation of the Indoor Leisure Estate, School, and Community facilities has enabled significant growth in participation and provided a fit for purpose offer that meets the bespoke needs of Manchester population.

The head line position is Manchester has a sufficient supply of facilities to meet current demand. When assessing future demand in line with the city's growth strategy, there are projected shortfall in some facility types, including indoor tennis courts, sports halls, and swimming pools. This is focused in the North and Central analysis areas of city centre and boundary areas, where population growth from planned housing development is expected to be significant. For all other facility types there is a sufficient supply now and in the future.

Together the Strategy and Action Plan provide the evidence base for Manchester Local Plan Review to guide the future development needs and investment projects to be realised over the Local Plan period. Priority projects will be taken forward in collaboration with partners and the community (funded primarily from external sources) and will be progressed at pace where there is a clear investment case and funding plan to take forward.

The final strategy will be published as a public facing document and will remain a live document managed by Manchester Active and partners, to update and monitor annually.

Recommendations

The Committee is recommended to consider and comment on the information in the report.

Wards Affected: All

<p>Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>Delivery of priority projects identified in the Indoor & Built Sport Facilities Strategy and Site Action Plan will contribute to achieving the zero-carbon target for the city. All projects will be subject to individual business case and agreed funding strategy</p>
<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>	<p>As part of the Strategy development process, MCRactive has included the following to ensure we instill EDI within our work practices: Future investment and associated capital projects will be considered in line with the equality act 2010. The key drivers for improvement and / or development of indoor sport infrastructure with our partners includes:</p> <ul style="list-style-type: none"> • Aims and objectives for improving health and well-being, tackling inequalities, and increasing participation from underrepresented groups. • Prioritisation of capital and revenue investment - targeting resources into places / communities with the greatest need. • Accessible indoor sport facilities to support and encourage use of by disabled people.

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Sport and Leisure sector is a key economic driver within the city not only as an employer, but also in attracting inward capital investment to create sustainable world class sporting facilities and neighbourhood services that support to deliver a diverse sport and cultural offer for our residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The Strategy identifies the need to investment in education and training and also contributes meaningfully to employment within the Manchester economy, creating new operating models to manage and deliver our playing field assets.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Manchester Indoor & Built Sport Facilities Strategy identifies the need to invest into our clubs and local services at the core of neighbourhoods and creates significant opportunities for all communities within the city to engage and participate at all levels of the sporting pathway. All of which contribute towards Our Manchester Strategy
A liveable and low carbon city: a destination of choice to live, visit, work	Manchester Indoor & Built Sports Facilities Strategy identifies the need to improve our indoor sport facilities, notably investment into sustainable technologies and facility upgrades to ensure buildings are on a path to decarbonisation and can operate community sport services, contributing to creating a destination of choice. The Strategy provides an evidence base to inform Sport and Leisure Capital Programme which sets out the plans for the refurbishment and replacement of indoor sport facilities over the next five years.
A connected city: world class infrastructure and connectivity to drive growth	The Sport and Leisure sector has over the last twenty years invested significantly in Sport and Leisure assets that have helped drive the city's growth agenda. The Strategy identifies a need for further investment to enhance and provide indoor sport facilities citywide. This will be done in a sustainable manner that will continue to support our growth ambitions over the next decade.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no revenue consequences arising from the development of this strategy. Any future investment decisions for indoor sport facilities will be subject to an agreed business case and funding.

Financial Consequences – Capital

There are no capital consequences arising from the development of this strategy.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

- Manchester Indoor & Built Sport Facilities Needs Assessment Report May 2023

1.0 Introduction

1.1 Manchester Active commissioned a new Indoor and Built Sports Facilities Strategy on behalf of Manchester City Council and partners to guide the future provision and management of indoor sport facilities in Manchester Local Authority area.

1.2 The objective of the Strategy is to:

- Provide a robust up to date facility needs assessment to meet the requirement of the amended National Planning Policy Framework 2021 (NPPF) to underpin:
- The protection, enhancement and improvement of the existing indoor sport and leisure stock.
- Improvements in community access to educational and non-local authority facilities.
- To reflect and address the needs and demands of local population that will grow in line with the changes defined by the emerging Manchester Local Plan, to ensure the adequate provision of indoor and built sports facilities in relation to population growth derived from new housing developments.
- Assist performance management and asset management.
- Guide investment priorities into indoor sport facilities; and
- Inform the requirements in the City's Infrastructure Delivery Plan.

1.3 Whilst the Manchester Local Plan timeframe runs through to 2038, the timeframe applied to this strategy is 2023-2031. This is due to the significant expected population increases and high levels of residential development planned for the city over this period. The current resident population in Manchester is 588,560. By 2031, (the period to which this study projects population based future demand) the population is projected to increase to 673,5456. This represents an increase of 84,985, (or equivalent to a percentage increase of 14.4%) based on Manchester City Council population projections (MCCFM).

2.0 Background

2.1 Manchester BFS has been developed, following national Sport England Guidance 'Assessing Needs and Opportunities' and in consultation with National and Local Stakeholders, Facility Users, and the Community. The Strategy is built on a detailed analysis of current provision, identifying the existing needs (demands) and gaps (deficiencies) in provision. The assessment also considers the future projected demand on existing facilities up to 2031, informed by population forecasts, numbers of dwellings, and extensive stakeholder and community consultation.

2.2 This strategy, provides a concise, robust, and up-to-date evidence base for current and future built sport facilities, and provides a clear strategic framework and action plan-based approach to the enhancement of existing, and creation of new, sporting provision to meet current and future needs.

- 2.3 The Strategy and Action Plan recommends several priority projects for Manchester which should be realised over the Local Plan period. It provides a framework for Improvement and whilst the analysis within the BFS will assist in determining the priorities for investment, it does not guarantee deliverability of projects. All projects will be subject to sources of funding (primarily from external sources) being made available to be developed in consultation with National Governing Bodies of sport and supported as appropriate by the Council.
- 2.4 In many instances, the Council will not be the agency which delivers these actions or recommendations; the BFS is not just for the Council to act upon, it applies to/for all the stakeholders and partners involved working collectively to ensure that residents continue to have the opportunity to be physically active and healthier, with appropriate facilities to meet physical, sporting, health and wellbeing needs within their local community.

3.0 Context

- 3.1 The Indoor Built Facility Strategy has been prepared within the context of ‘Our Manchester Strategy 2016-2025’ and a number of key plans in sport and physical activity that will support delivery including:
- Playing Pitch and Outdoor Sport Strategy (2022)
 - Greater Manchester Moving in Action (2021-2031)
 - Events Strategy (2019-2029)
 - Manchester Sport and Physical Activity Strategy (2019-2028)
 - Manchester School Sport Facilities Strategy (2018)
 - Manchester Parks Strategy (2017-2027)
- 3.2 The key planning document for Manchester is the Local Plan (the key element of which is the Core Strategy 2012-2027). This, together with the National Planning Policy Framework (NPPF), provides the strategic planning context for Manchester.
- 3.3 The vision set out within the Core Strategy refers to Manchester as a vibrant city with a growing population and economy, and a strong sense of place which recognises the importance of high-quality sustainable sport and leisure provision and its open parks and green spaces. This vision has been further developed through the cities “Our Manchester Strategy”, which provides a framework for actions by our partners working across Manchester public sector organisations, businesses, the voluntary sector, and our communities.
- 3.4 Together the Indoor & Built Sports Facilities Strategy and Playing Pitch and Outdoor Sport Strategy will be the key documents for the Local Plan review, alongside the Open Space Study to ensure that planning for leisure is supported by robust local delivery framework, compliant assessment, and underpins emerging local plan policy.
- 3.5 The strategic recommendations for action should be embedded into the emerging Local Plan to ensure residents continue to have access to high

quality indoor sport provision in terms of quantity, quality, accessibility, and location, and consider how best to meet the additional needs generated by the planned housing and economic growth.

Population and Housing Growth

- 3.6 Manchester is expected to experience significant population growth over the period 2021 to 2031. Central (24% additional population) and North (17% additional population) areas of the city are due to experience the most significant growth. Council projections, via its forecasting model (MCCFM), indicate an overall rise of 14.4% (84,985 over this period). Its housing strategy (2022-32) meanwhile allows for an additional c.36,000 dwellings over this period.

Manchester Capital Schools Programme (2021 – 2026)

- 3.7 A plan to create further and extra capacity has been developed to keep pace with continued rising demand. The 2018 Manchester Schools Sport Facility Strategy sets out key principles to inform the design and management of new community sports facilities.
- 3.8 There is a need to apply strategy principles when assessing the future pipeline of capital schools to inform the recommendation of new indoor sport facilities for Manchester Capital School Programme by site. Recommendations will need to be considered in the context of Department for Education school design principles, cost expectations, school requirements, and the availability of capital funding.
- 3.9 Planned school capital expansions and new builds of secondary schools will be key to improve and increase access to school sport facilities. This will be significant in the north of city with 2 new secondary free schools planned during the strategy period.
- 3.10 Given the strategic context of Indoor and Outdoor Sport Facility provision, population growth, housing growth, and education Growth, the Council is working in a strategic way with Sport England and Manchester Active to ensure that this strategic context is considered and that the optimum balance of meeting the needs of communities. The BFS, relationship with Sport England and the planning process provides the mechanism to this approach going forward.

4.0 Scope

- 4.1 The facilities and sports included in the Strategy covers, sports halls and associated indoor sports; swimming pools and aquatics disciplines including swimming, diving, and water polo; indoor athletics, health and fitness, squash, gymnastics, indoor tennis, cycling, indoor bowls, boxing, skateboarding, taekwondo, boccia, parkour and climbing education facilities.

- 4.2 Sports identified in the study scope were identified through a robust process using Sport England's Needs and Opportunities Guidance, Active Places toolkit, and local intelligence, to provide the current picture of sports participated in Manchester. Sports outside of scope have been discounted due to no current presence. As new sports develop, these will be captured by the Strategy Steering Group through the annual monitoring process.
- 4.3 For the purpose of this study, the city has been split into four distinct areas, termed analysis areas. The site-by-site action plans are also aligned to the four analysis areas:
- North area – population 155,189¹
 - Central area – population 188,634
 - South area – population 137,396
 - Wythenshawe area - population 74,522
- 4.4 The Analysis Areas fit in-line with the Council's Our Manchester Strategy and ward-based plans to support the Council's ambition to provide Manchester residents with access to high quality sport facilities at a neighbourhood level.
- 4.5 Whilst the analysis areas should be used for the basis of reporting, the strategy also addresses the sport specific geography of Manchester. Imported and exported demand have therefore been taken into consideration when producing the strategy.

5.0 Governance

- 5.1 A Project Steering Group was established to lead the development and implementation of Manchester BFS. It is made up of representatives from the Council, Sport England, Greater Sport, National Governing Bodies of Sport (NGBs), the University of Manchester and Manchester Metropolitan University.
- 5.2 The steering group will remain operational for the lifespan of the strategy. The focus of work is as follows:
- Be a champion for indoor and built sport provision in the area and promote the value and importance of the BFS.
 - Ensure implementation of the BFS recommendations and action plan.
 - Monitor and evaluate the outcomes of the BFS.
 - Ensure that the BFS is kept up to date and refreshed.
- 5.3 The project steering group will remain responsible for monitoring and implementing the strategy recommendations and actions. Sub Groups will be established as required to undertake specific Task and Finish projects. The Sub Groups will include representation from Manchester Active, Manchester City Council, Leisure operators (GLL, Everyone Active), Schools, National

¹ ONS Mid-2020 Population Estimates for Lower Layer Super Output Areas in England and Wales

² [Link to Manchester Local Plan](#)

Governing Bodies of Sport, Sport England, Community Groups, and Health Partners.

- 5.4 The BFS annual review process will align with the Playing Pitch and Outdoor Sport Strategy. Annual Monitoring Reports will be produced and appended to the BFS and PPOSS to keep both strategies up to date.
- 5.5 The sports organisations and education establishments have a vested interest in ensuring existing indoor facilities can be protected and enhanced. Many of the objectives and actions will be delivered and implemented by sports organisations and education establishments in addition to the Council.

6.0 Needs Assessment Findings

- 6.1 This section includes summary findings from the needs assessment for sports halls, swimming pools, health & fitness, and other facility types.

6.1.1 Sports halls

- Sports halls are well distributed across the Authority. The majority of Manchester population has access to a facility within a ten-minute walk.
- Facilities are generally well used and in average-good condition. There are high levels of demand for basketball, badminton, netball, futsal, and indoor cricket.
- There is sufficient supply of sports hall to meet current demand; however, there is projected current and future unmet demand in the context of specific sports. This is primarily in Central and North analysis areas - for basketball and badminton plus other growth sports such as futsal, indoor baseball, cricket, and dodgeball. This in part can be addressed by increasing levels of community use at existing venues with targeted programming and development of new provision via Manchester Capital Schools Programme (2021-2026).
- There is a theoretical need to increase sports hall provision by seven halls or equivalent to 21 badminton courts to meet projected additional demand to 2031 generated from population growth. However, this does not consider existing spare capacity across the sports hall stock, where sports development interventions could create capacity. Further work is required to establish where capacity can realistically be created and where new provision is required.
- A bespoke Facility Planning Model study is recommended to enable further analysis of future supply and demand for sports halls taking account full impact of housing growth and anticipated new provision.

6.1.2 Swimming Pools

- Overall, swimming pool supply is sufficient to meet current demand. When considering future demand for swimming, there is a projected shortfall in Central and North analysis area. This is projected from 2028 onwards due to additional population demand generated from planned housing developments.

- In general, the current facility stock is in a good condition and sustainable operation can be maintained for the next 10+ years.
- The highest demand for swimming pools is in the city centre. Provision here is dominated by the commercial sector; the nearest public pool is MAC that is best placed to alleviate demand on return to full utilisation (on completion of capital refurbishment – September 2024).
- There is a need to alleviate the lack of capacity in the South and Wythenshawe analysis areas by redistributing current and future demand to neighbouring pools. This includes Moss Side, the MAC, and East Manchester Leisure Centre where there is some spare capacity.

6.1.3 Health and Fitness

- Overall supply of fitness provision and stations is sufficient to meet current and future projected demand.
- Health and fitness facilities are generally in good condition throughout the city and there are good levels of accessibility for Manchester residents.
- Some health & fitness facilities are very busy at peak times in particular Hough End Leisure Centre where the quality of the customer experience is being affected by overcrowding. Hough End LC development is targeted for completion in spring 24 - this will alleviate current overcrowding at the site.
- Consideration of Wellbeing Services should be assessed across Council Leisure Centres as part of the project monitoring and implementation steering group to determine needs and opportunities to expand and / or reconfigure spaces to tackle health inequalities across the city.

6.1.4 Other Sports and Activities

Squash

- Manchester has a good supply of squash facilities in terms of quality, coverage and in comparison, to neighbouring authorities. It also has relatively good access to pay and play courts, with four leisure centres containing squash provision.
- Manchester has a healthy squash club scene, with good levels of recovery from the Pandemic, GLL reports good levels of pay and play activity at public leisure centre sites.
- Current quantitative supply of squash court provision is considered sufficient to meet both current and future demand.

Gymnastics

- There is a relatively good supply of gymnastics facilities in the city, with the whole population being within 30 minutes' drive of a dedicated gymnastics facility. There are 16 dedicated facilities located in neighbouring authorities which fall within a 30-minute drive time from Manchester.

- There is significant demand for gymnastics facilities in Manchester across the three dedicated and three non-dedicated venues in the city. Most clubs have waiting lists and were expecting to return to full capacity in 2022/23.
- There is a need to work with facility operators to support clubs to maximise capacity in current facilities and look to access alternative venues such as school and community facilities. Long term ambitions could be to explore where and how clubs could be supported to acquire/gain access to dedicated facilities.
- There is an identified need for the City of Manchester Institute of Gymnastics Building (CMIG) in Central analysis area to be upgraded or replaced in the medium term to increase capacity and boost the overall gymnastics offer in the City.

Indoor tennis

- Current quantitative supply of provision is considered sufficient to meet demand, however there is insufficient supply to meet projected future demand.
- The two indoor tennis facilities in Manchester have eight indoor courts. These are located in the North and South analysis areas.
- Drive time catchment modelling confirms that the whole Manchester population lives within 30-minutes' drive of an indoor tennis facility located within the Authority.
- Current facilities are at capacity. It is suggested that future facility development is considered. The LTA will consider further development to aid growth in areas of greatest demand with a focus on central and north analysis areas.

Indoor bowls

- There is no indoor bowls facility in Manchester. There are three located in neighbouring authorities. All are within a 30-minute drive of the Manchester local authority boundary.
- There is demand for indoor bowling, however demand is mainly located in the North of the City with significant demand from neighbouring local authorities (Bury and wider Lancashire area).
- There is no current strategic recommendation for a standalone Manchester based facility, however indoor bowls facilities could be supported in the future if co-located with other sport and leisure services in the North area of the city.

Other Sports

- For all other sports including Boxing, Indoor Athletics, Climbing, and Cycling, the current quantitative supply of provision is considered sufficient to meet both current and future demand. For Action Sports such as Skateboarding and Free Style BMX there is a need to undertake further analysis to understand the needs and opportunities for new provision. This will be considered as part of Manchester Indoor and Outdoor Action Sports Facility Needs Analysis. The study will inform development need

consideration for investment, supported by the Council, British Cycling and Skateboard GB.

- 6.2 Overall, there is a good supply of indoor facilities across Manchester. Most community leisure facilities and swimming pools are of good quality condition and there is good access and geographical spread across the City. In the main, there is a sufficient supply of indoor facility types. In the future, there is projected shortfalls in indoor tennis courts, sports halls, and swimming pools. This in part will be addressed through increased access to school and community facilities. Overall, there is a need to protect the existing facility supply until current and future demand is met.
- 6.3 It will be essential to implement sustained qualitative improvements to indoor facility stock across the board to help increase levels of access to school / community facilities to meet current and future demand. At the same time, a targeted coordinated approach should be applied to programme development to address unmet demand and area-based needs, to reach and engage inactive people. A further review of the existing stock is recommended to understand the needs and opportunities to convert existing buildings / spaces to provide collocation of sport, physical activity, health, and wellbeing services to tackle health inequalities in areas of most need. This work will be led by the Project Steering Group.

7.0 Vision, Strategic Recommendations and Action Plan

- 7.1 Manchester BFS contributes directly to the overall Manchester vision – which is to be a city recognised for its high quality of life, with a network of quality, accessible and sustainable green spaces and world-class sports, leisure and playing pitch facilities. These offer inclusive services to all and support the sport, health, and wellbeing requirements of all residents across the life course; enabling the inactive to become active and allowing more people to fulfil their potential by participating in sport and physical activity, thus improving their long-term health and well-being.
- 7.2 Aligning with the Vision, a number of strategic objectives and action plans have been prepared informed by the findings of the indoor sport analysis contained within section 5 and accompanying Needs Assessment Report.
- 7.3 A series of strategic and sport specific recommendations have been developed via a combination of information gathered during consultation, site visits and analysis have been made and can be found in appendix 1. These recommendations reflect the overarching and common areas to be addressed, which apply across the indoor build facility infrastructure and may not be specific to just one sport.
- 7.4 The Action plan priorities are categorised under one of three heading; protect, enhance, or provide - in line with Sport England objectives as follows:
- *Protect* - to protect the right opportunities in the right places.
 - *Enhance* - to enhance opportunities through better use of existing provision.

- *Provide*- to provide new opportunities to meet the needs of current and future generations.
- *Overarching* – broadly works across the three of the above

7.5 Action Plan

7.6 The table below sets out the recommended short-term actions to be delivered over the next 12 – 18 months.

Table 1 – Short Term Action Plan

Site/organisation name	Analysis Area	Recommended Action	Indicative costs
New School Build Extensions	All	Determine mix of new sporting provision and secure access through Community Use Agreement.	High
Indoor Leisure Centres	Various	Review existing indoor leisure facilities and consider needs and opportunities to provide health and wellbeing spaces and services to support to address inactivity and health equalities across the city.	Low-Medium-High
Various	All	Improve quality of sports hall in school / community facilities to maintain and sustain levels of use.	Medium
Manchester Tennis & Football Centre	North	Resurface 6 indoor tennis courts to maintain and sustain levels of use.	Medium
Sporting Edge Community Centre	North	Repair and replace the roof and sports hall floor to maintain and sustain levels of use.	Medium
Ardwick Sports Hall	Central	Improve quality of sports hall floor and building to modern standards to maintain and increase capacity of use.	High
Belle Vue Sports Village / National	Central	Review options to create accessible	High

Basketball Performance Centre		ancillary spaces to service sports hall and fitness spaces. Upgrade leisure centre sports hall to support both wheelchair basketball and performance squads.	
Parrs Wood High School	South	Improve condition of sports hall facility with an immediate need to upgrade / repair the roof to maintain and sustain current levels of use.	Medium
Disposal / Housing Developments	Various	Any disposals or housing development where section 106 funds are realised may result in a mitigation strategy to address any impact on the BFS. This may result in specific proposals coming forward over the 18 months.	Low-Medium-High

Note - Low - less than £50k; Medium - £50k-£250k; High £250k and above.

- 7.7 The action plan identifies there is a need to either protect, provide, or enhance existing facilities over the lifespan of the strategy, until current and future demand is met. Any development proposals that would result in a loss in existing supply would need to be mitigated with replacement strategy and associated section 106 funding agreed via planning process prior to any development.
- 7.8 The short-term action plan for majority of sites recommends maximising use through improved quality and maintenance to meet current demand. This will be taken forward in collaboration with individual school and community partners and investment cases will be prioritised where there is a need and opportunity to increase community use at school / community sites to meet local sport specific demand.
- 7.9 Manchester Active is identified as a key consultee to inform new school sport facility plans to ensure the right facilities are in the right place to deliver school and community priorities. Key actions will be the development of community use agreements for adoption by Manchester planning authority and working with schools to develop sustainable facility business plans and secure investment where required to open facilities for community use. All agreements will be underpinned by a local sport development plan to support delivery at neighbourhood level to be reviewed and updated annually.

- 7.10 Strategic sub groups will be established as required to undertake specific Task and Finish projects, this will include a new health and wellbeing sub group that will be responsible for establishing the core work streams and action plan to address inactivity levels and inequalities in participation citywide. The group will have a broader focus than facilities to include People and Programme to support sustained pathways into physical activity.
- 7.11 Manchester Active with partners will work to develop a 3–5-year action plan based around the Strategy recommendations for annual review and monitoring. This work will drive the medium-long term investment priorities, key work programmes and partnerships to guide programming, planning, and funding plans. This is on the basis that the Strategy is as much about how facilities are used, as it is about ensuring that local infrastructure is of a good quality.
- 7.12 All short-term facility priorities are identified in the Council’s Leisure Capital Programme or currently being brought forward with external partners where there is a vested interest to deliver priorities.

8.0 Conclusion

- 8.1 Manchester BFS identifies the strategic recommendations and actions required to deliver and maintain a high-quality built facilities infrastructure for Manchester up to 2031. The current position is demand can be met from the existing supply. Over the lifespan of the strategy, there is future projected shortfalls for some facility types, including indoor tennis, sports halls, and swimming pools. This is linked to the cities continued growth strategy with future projected demand generated from population growth for planned housing developments in North and Central (city centre) analysis areas.
- 8.2 The project steering group will monitor and lead implementation of the BFS which will remain a live working document with updated annual reports to be appended to the BFS to reflect progress made, alongside any changes in supply / demand across Manchester in that period. Site specific plans will be added to the Leisure Capital Programme once the business case and investment strategy is brought forward.

9.0 Recommendations

- 9.1 The Committee is recommended to consider and comment on the report findings and recommendations for action.

10.0 Appendices

- 10.1 The following documents disclose important facts on which the report is based and have been relied upon in preparing the report.

Appendix 1 - Strategic and Sport Specific Recommended Actions