

Appendix 1

Table 1: Strategic objectives and recommended actions

Strategic objective	Recommended actions	Timescale	Responsibility	Importance
<p>Implement a targeted growth strategy to promote access to water space for casual and lane swimming, swimming lessons and club swimming – where there is capacity to do so.</p>	<p>Develop targeted marketing strategy for Council Leisure Centres with a focus at the MAC, Moss Side and East Manchester leisure centres.</p> <p>Consider how proposed refurbishment of Stretford and Sale leisure centres (Trafford) could impact on import and export of swimming demand in the Wythenshawe and South analysis area as part of the Annual Project Monitoring and Implementation Steering Group.</p>	<p>Short</p>	<p>MCR Active. MCC, GLL, Everyone Active</p>	<p>High</p>

Strategic objective	Recommended actions	Timescale	Responsibility	Importance
<p>Working with partners in public health and the leisure operators, identify how built leisure facilities can further drive Manchester's Sport and Physical Activity Strategy outcome to address inactivity.</p>	<p>Establish a task and finish group to examine the following key issues:</p> <p>Develop an appropriate programme of training and development for social prescribing teams and leisure centre staff.</p> <p>Investigate the current role, coverage and improvement needs of smaller community activity venues in relation to the health referral pathway.</p> <p>Explore scope (including business case and funding strategy) to convert existing spaces within leisure centres and programme opportunity to create better opportunity for health consultation and social interaction.</p> <p>Consider how leisure centres can better link opportunities for walking and cycling, including installation of cycle parking, bike storage, better linkage with existing programmed walking and cycling initiatives.</p>	<p>Short / Medium</p>	<p>MCR Active, MCC, GLL, Everyone Active.</p>	<p>High</p>

Strategic objective	Recommended actions	Timescale	Responsibility	Importance
<p>Work with school and academy providers to:</p> <ul style="list-style-type: none"> <li>- Ensure the full return of community available sports halls to pre-Covid operating levels, utilising the Opening School Facilities Fund.</li> <li>- Explore the extent to which the availability of sports hall facilities could be extended, and what resources would be required to achieve this.</li> <li>- Ensure that new build sport halls are designed in accordance with Sport England technical design guidance for Sports Halls and community access.</li> </ul>	<p>Explore options to increase (where currently available but not fully utilised) or introduce (where not presently available) community use hours at sites where scope has been identified (see site by site action plan).</p> <p>Develop a site-by-site engagement action plan for schools with limited or no current community use.</p> <p>Develop school facility business plans to open facilities outside of school hours, utilising opening school facilities fund where needed to support operational viability.</p> <p>Promote the availability of current sports hall stock to more sections of the community.</p> <p>Continue to work with schools with good levels of community use to ensure complementary programming across the Authority.</p> <p>Ensure that any planned/delivered new sports halls, located in areas of unmet demand, are the community size of 690m2 and designed in accordance with Sport England technical design guidance for Sports Halls and community access.</p>	<p>Short / Medium</p>	<p>MCR Active, MCC</p>	<p>High</p>

Strategic objective	Recommended actions	Timescale	Responsibility	Importance
Consider medium / long-term options for management of leisure facilities in order to best deliver on City Sport and Physical Activity Strategy outcomes.	Review management options in anticipation of the renewal of the Council's indoor leisure contract in 2028 and further align the customer approach of the leisure provider to agreed priority outcomes for physical activity and sport.  The review process should follow the principles outlined within Sport England Leisure Services Delivery Guidance 1.	Medium / long	MCR Active, MCC	Medium
Work with leisure operators, educational establishments, and community organisations to ensure that indoor sports and physical activity facilities remain attractive and fit for purpose over the life of this strategy.	Implement site specific recommendations identified in this plan and ensure ongoing review of facility condition occurs.  Develop long term facility business plans to identify and tackle ongoing investment, maintenance, and refurbishment requirements to protect and improve existing sports facilities.	Short	MCR Active, MCC, GLL, Everyone Active, schools, other community organisations.	High

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<sup>1</sup> [Link to Sport England website](#)

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<p>Work with MCC planning teams to ensure that strategy recommendations are fully embedded in Council Local Plan policies specifically:</p> <ul style="list-style-type: none"> <li>- Ensure new provision for indoor sports facilities is in accordance with BFS recommendations.</li> <li>- All new school sports facilities to have binding community use agreements as a condition of planning approval.</li> <li>- Prepare a process to, where required, obtain developer contributions to meet additional demand for indoor sport arising from housing growth.</li> </ul>	<p>Work with: City planning teams to prepare a process for obtaining developer contributions to accommodate the additional demand for sport arising from housing growth and embed in planning policy. Ensure that all new school, and relevant private sports facilities have a community use agreement as a condition of planning approval. Ensure that the recommendations of this Strategy inform sport specific and associated planning policies as part of the Manchester Local Plan Review.</p>	<p>Short / Medium</p>	<p>MCR Active, MCC Sport England</p>	<p>High</p>

Table 2: Sport specific overview and recommendations

Sport	Overview and challenges	Recommended actions <sup>2</sup>	Lead agency	Timescale	Objective
<b>Badminton</b>	<p>The audit identified one affiliated and two unaffiliated clubs. Considering its size, Manchester has a low number of affiliated badminton clubs. However, there is a substantial level of recreational play by non-affiliated players.</p> <p>Badminton England indicates further potential for clubs to grow/diversify their membership offer by targeting different audiences e.g., junior sections, No Strings, social club nights, adult beginners, and targeted women only sessions. It has funding available to support club-led initiatives – to ensure sustainability.</p> <p>Key challenges relate to (regular/reliable) facilities access and volunteer and coach development.</p>	<p>Support existing clubs to grow/diversify membership.</p> <p>Prioritise the development of new clubs.</p> <p>Support volunteer/coach development.</p>	<p>BE MCR Active</p>	<p>Medium</p>	<p>Enhance</p>

<sup>2</sup> All recommended actions are made on a citywide basis. Refer to site by site action plan for facility specific recommendations for each analysis area.

Sport	Overview and challenges	Recommended actions <sup>2</sup>	Lead agency	Timescale	Objective
<b>Netball</b>	Wright Robinson Leisure is a key venue for affiliated netball usage accommodating extensive league provision, a weekly back to netball session and being the home of Greater Manchester's only Para Netball Club; Dominoes NC. The audit identified ten affiliated clubs in the City, with the majority reporting that membership numbers are returning to pre-Pandemic levels. Commercial leagues also have a strong presence in Manchester.	Support development of recreational products (e.g., Walking Netball, and Netball Now). Support clubs to grow/diversify membership. Support volunteer/coach development.	EN MCR Active	Medium	Enhance Provide.
<b>Basketball</b>	The National Basketball Performance Centre and Manchester Basketball Centre are key venues not just for Manchester but the wider Northwest region and England as a whole. Manchester Area Basketball League (MABL) reports a reduction in participating teams, primarily attributed to Covid-19. The audit identified 12 affiliated clubs.	Support development of recreational opportunity across the authority. Support clubs to grow/diversify membership. Support volunteer and coach development.	BBE MCR Active	Medium	Enhance

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<b>Wheelchair Basketball</b>	Manchester and the wider Northwest is a heartland for wheelchair basketball. Players from across the region travel to the city to play at Belle Vue Sports Village (Central analysis area). The sport has struggled demand wise post-pandemic. The NGB reports that ancillary facilities at the National Basketball Performance Centre are not fit for purpose and do not meet the requirements of Equality Act 2010, presenting poor accessibility for its participants. The two identified clubs in the audit are working through a merger.	Support Manchester Giants Mavericks and Owls Disabled Sports Club with their merger. Support clubs to grow/diversify membership. Support volunteer/coach development. Explore options to improve wheelchair accessibility at the National Basketball Performance Centre.	BWB MCR Active MCC	Medium	Enhance Provide
<b>Dodgeball</b>	The audit identified one club in the area. Manchester Bees has a member base of c.150 which expands to a further 500 individuals via recreational and school coaching sessions. Its primary sites are Moss Side Leisure Centre and Trinity Sports Centre (both in the Central analysis area). British Dodgeball aims to establish new clubs in both the north and south analysis areas. It notes that there are currently no dodgeball courts marked out in halls in Manchester.	When investing in new sports halls or resurfacing floors in existing venues, be cognisant of demand for dodgeball and look to match NGB court specifications in areas of demand. Work with BD to ascertain which sites would be the most suitable options.	BD, MCR Active, MCC, Schools	Medium	Enhance Provide



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<b>Futsal</b>	The one club is Manchester Futsal Club. It provides opportunity for adults and juniors. Main sites utilised include the National Cycling Centre, Belle Vue Sports Village (leisure centre hall), and MMU (Platt Lane Sports Complex). The National Cycling Centre is important to the Club as it can accommodate elite level fixtures with spectators. While it aspires to develop its own facility, the audit found that that there is sufficient provision across the existing sports hall stock to accommodate futsal activity.	Support club to grow/diversify membership. Support volunteer/coach development. If/when investing in new sports hall facilities, be cognisant of demand for futsal and look to match NGB court specifications. Continue to monitor futsal demand.	FF MFA MCR Active	Medium	Enhance
<b>Indoor cricket</b>	Cricket in the form of winter club training and recreational activity takes place in seven sports halls in the area. There is no affiliated indoor league in Manchester, the nearest is in Trafford. Funding is in place for an indoor urban cricket centre at the redeveloped Abraham Moss School (North analysis area). This is targeted for completion by summer 2023 and will be the first urban cricket centre in Manchester.	Options to install cricket nets in existing or new sports halls should be considered where feasible. Ensure full usage plan is in place and support development of club activity at new urban cricket centre.	ECB, LCF MCR Active GLL	Medium	Enhance Provide

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<b>Indoor Hockey</b>	Currently no indoor clubs in Manchester offer indoor hockey. The nearest are located in Trafford. The audit identified that indoor hockey is not played in any sports halls in the area. Didsbury Northern Hockey Club wishes to start offering indoor hockey. England Hockey confirms that for indoor hockey to thrive side boards are required.	Support Didsbury Northern Hockey Club to commence indoor hockey sessions at a venue in the South analysis area. With facility operators in the South analysis area, explore options to install side boards.	EH, MCR Active	Medium	Provide
<b>Boccia</b>	Two facilities can accommodate Boccia in Manchester: Moss Side Leisure Centre and Denmark Road Sports Centre (both Central analysis area). Management of disabled parking was highlighted as an issue at Moss Side Leisure Centre. There is no formal Boccia club in Manchester, the nearest is in Stockport. Boccia England indicates an opportunity to develop a Manchester based Boccia Club.	Support development of a Manchester based Boccia Club, should there be sufficient identified local demand. Where possible focus Boccia provision at Denmark Road Sports Centre.	BE, MCR Active GLL	Medium	Enhance Provide
<b>Handball</b>	The two local clubs are University of Manchester and Manchester Handball Club. The University team only enters BUCS leagues. Desk research confirms that prior to the venue's planned closure, Manchester Handball Club used the National Cycling Centre (North analysis area) for training.	Support clubs to grow/diversify membership. Support volunteer/coach development.	EHB MCR Active	Medium	Enhance

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<b>Indoor Baseball/ Softball</b>	The NGB confirms that no softball is currently played indoors at sites in Manchester. The Manchester Softball League comprises 20 teams and until summer 2022 it was using Fives Trafford. Reportedly a significant proportion of the League's players are resident in South Manchester. Manchester Baseball Club is known to use the hall at Wythenshawe Forum for training during winter months.	Support clubs to grow/diversify membership. Support volunteer/coach development. Where possible support Manchester Indoor Softball League to find a new venue (demand is highest in the Central and South analysis areas).	BSUK, MCR Active, GLL, Everyone Active	Short	Enhance
<b>Volleyball</b>	There are five volleyball clubs in Manchester and volleyball takes place at six sports hall sites. No response to consultation requests was received from either the clubs or Volleyball England.	Support clubs to grow/diversify membership. Support volunteer and coach development.	VE MCR Active	Medium	Enhance Provide
<b>Health &amp; fitness</b>	There is a current positive supply of provision in the Authority. However, the audit found that gyms at some of GLL managed sites are overcrowded, particularly Hough End Leisure Centre, where the customer experience is being adversely affected. There is a strong market of commercial providers in the City.	Expand health and fitness programme and activities as part of Hough End Leisure Centre Extension - for completion Spring 2024. Continue to monitor usage at public leisure centre sites. Ensure that provision/exercise class structure evolves in line with market trends.	MCR Active Council GLL, Everyone Active	Short	Enhance Provide

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<b>Swimming / aquatic sports</b>	Six accredited swimming clubs cater for swimmers of a range of abilities and across disciplines. There is limited spare capacity at pools in the South analysis area, although there is significant spare capacity in pools in the Central analysis area. MAC (Central analysis area) is currently undergoing a major renovation project and is due to fully reopen in 2024. The new Abraham Moss Pool (North analysis area) is scheduled to open in summer 2023 and will help to increase capacity across the stock.	Continue to review pool programmes at MCC sites in the context of increasing swimming participation and improving financial return and capability in the short term. Explore options to increase use at MAC, Moss Side Leisure Centre, and East Manchester Leisure Centre. Consider marketing MAC and Moss Side Leisure Centre in the South analysis area to alleviate overcrowding in neighbouring pools.	MCR Active, MCC, GLL, Everyone Active	Short	Enhance Provide
<b>Taekwondo</b>	Manchester's strategic importance for the sport is centred on the National Taekwondo Centre (NTC) at Ten Acres Lane Sports Complex (North analysis area). This is the home of Great British Team senior and junior elite performance squads. Four community taekwondo clubs use a range of facilities across the City; they report that sites cannot meet current demand.	Support clubs to grow/diversify membership. Support volunteer and coach development. Explore options to increase community use hours at NTC / Community Sites where there is demand to do so.	MCR Active, GLL, BT, GBT	Short	Enhance Provide

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<b>Squash</b>	<p>Squash has high participation levels in Manchester. Clubs are strong and working to increase participation.</p> <p>There is a need to ensure that squash courts carry on being well used and are protected to enable the sport to continue to grow.</p> <p>A number of courts require investment, and clubs need to be sufficiently viable to plan for and undertake the necessary repairs. The National Squash Centre (North analysis area) is a key strategic venue for the country.</p> <p>Population increases are not likely to lead to demand for more squash courts as there is spare capacity now and to cope with growth up to 2031.</p>	<p>Support clubs to grow/diversify membership.</p> <p>Support volunteer and coach development.</p> <p>Ensure that existing squash courts in the Authority are protected and quality is maintained.</p>	ES, MCR Active, MCC	Long	Enhance Protect

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<b>Gymnastics</b>	<p>There are three dedicated venues and three non-dedicated facilities which accommodate gymnastics clubs/organisations in Manchester.</p> <p>CMIG (Central analysis area) has strong aspirations to formalise its tenure at its Gorton site via a formal lease arrangement. There is an identified need for the CMIG building to be replaced/ refurbished in the medium term.</p> <p>Due to the significant demand for facilities, there is a need to work with facility operators to support clubs to maximise capacity and current facilities and look to access alternative venues such as school and community venues. There is also potential demand for additional dedicated provision in Manchester.</p>	<p>Work with clubs to develop dedicated gymnastics facilities to help accommodate/ drive increases in participation).</p> <p>Explore options to develop more introductory gymnastics options at non-dedicated sites.</p> <p>Work with CMIG to evaluate the best option with regard to either refurbishing/replacing its current premises.</p> <p>Explore options for new dedicated smaller (e.g., 4-court hall size) gymnastics provision.</p>	BG, MCR Active, MCC, Clubs	Short	Enhance Provide
<b>Indoor bowls</b>	<p>There is no indoor bowls facility in the Authority.</p>	<p>Explore feasibility for indoor bowls development in the Authority to ascertain the most suitable location ensuring all viable options across the city are considered.</p>	MCR Active, EIBA, BL BCGBA, MCC.	Medium	Provide

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<b>Indoor tennis</b>	<p>The two indoor tennis facilities in Manchester (one in the North Analysis Area, one in the South) provide eight courts. Manchester Tennis &amp; Football Centre (North) is very busy, with indoor courts booked to c.90% of used capacity at peak times.</p> <p>The North analysis area (non-site specific) has been identified as a prime location for future indoor provision to meet current and future demand. The LTA has indicated its support for future indoor tennis provision in the City. It reported that there is adequate demand in Manchester to (conservatively) sustain 25 indoor courts.</p>	<p>Maintain facility quality.</p> <p>Continue to work with the LTA to help drive up participation at existing sites.</p> <p>Explore options to develop another indoor tennis facility in the North analysis area.</p> <p>Ensure that indoor tennis facilities are available to all Manchester residents.</p>	LTA, MCR Active, MCC, Clubs	Medium	Protect, Provide
<b>Boxing</b>	<p>The 12 dedicated indoor boxing gyms and two rings at multi-sport facilities in Manchester are spread across the City. The Central area has the most clubs at six. Ardwick Lads Boxing Club is presently working on a project to modernise and extend its building which is leased from the Council. This will increase site capacity. Match funding had been earmarked for the project from the Council, Sport England (Small Grant Improvement Fund) and club fundraising. However, the project has been put on hold due to the Club's volunteer capacity.</p>	<p>Support clubs to grow/diversify memberships.</p> <p>Support volunteer and coach development.</p> <p>Support Ardwick Lads Club to re-start the extension project and where possible aid the Clubs volunteer capacity.</p>	EB. MCR Active, MCC, Clubs	Medium	Enhance, Provide.

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<b>Indoor athletics</b>	The Manchester Regional Arena (North analysis area) contains an indoor, 200-metre banked indoor track with four lanes plus a 6-lane 60 metre sprint straight. There is also long/triple jump, a high jump area and nets for throw events. The track is now of poor quality and needs to be replaced. It is regularly used by three Manchester based athletic clubs and is an important space for elite performance and general personal trainers as part of the Regional Arena offer.	Support clubs to grow/diversify membership. Support volunteer and coach development. Monitor usage levels as demand returns to pre-Pandemic levels. Replace Manchester Regional Arena indoor athletics track.	MCR Active, MCC, EA GLL, Clubs	Short	Enhance
<b>Skateboarding</b>	There are four park-based skate ramps and one dedicated covered facility in the City: two in Central, two in South and one in the Wythenshawe analysis area. SBGB is exploring feasibility options for a national skateboarding centre and Manchester is one of its alternatives. MCR Active's Indoor and Outdoor Action Sport Facility Needs Assessment is assessing the potential for this. SBGB is also working in partnership with MCR Active to develop a draft skateboarding strategy for Manchester. The process includes consulting local skateboarding organisations (such as Skate Manchester) plus MCC representatives. It is recognised that there is a limited supply of suitable, outdoor skateparks in Manchester. Increasing provision and the quality of outdoor public access skateparks is a key local and national SBGB priority.	Upon completion of the Indoor and Outdoor Action Sport Facility Needs Assessment, explore options to implement strategic recommendations.	SBGB, MCR Active, MCC	Short	Enhance, provide



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<b>Indoor Cycling &amp; BMX</b>	<p>Manchester is home to the National Cycling Centre. Its facilities include the velodrome, an indoor BMX arena, Clayton Vale Mountain bike trails and skill zone. It is a world class facility which is currently closed for building renovation - due to reopen in early 2023. The track was resurfaced in 2017 and is in good condition. The indoor BMX arena is international standard. There is also a closed-circuit BMX track at Platt Fields Park - in the South analysis area.</p> <p>The velodrome has recently re-opened for community use and building back the community programme; however, the indoor BMX arena is under-used with opportunities to grow participation. BMX Freestyle facilities are included in the Indoor Action Sport Facility Needs Assessment.</p>	<p>Explore options to increase usage of the indoor BMX arena at The National Cycling Centre. Upon completion of the Indoor Action Sport Facility Needs Assessment, explore options to implement strategic recommendations.</p>	<p>BC, MCR Active, MCC GLL</p>	Short	Enhance, Provide
<b>Climbing</b>	<p>Manchester has eight indoor climbing facilities; five climbing walls located within multi-use facilities, and three at dedicated indoor climbing centres.</p> <p>The three dedicated indoor facilities in Manchester are all managed by commercial operators. Two are located in the North analysis area and one in the Central analysis area. There is no dedicated facility serving the South or Wythenshawe analysis areas.</p>	<p>There is a strong commercial sector for climbing facilities in Manchester, demand should be monitored at key sites.</p>	BMC	Long	Enhance

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<b>Parkour</b>	Parkour activity in Manchester encompasses individuals picking up the activity on a recreational basis to groups working with qualified coaches. Manchester Parkour Academy reports an interest in an indoor venue to support its activities. Protectz is a parkour club which also delivers sessions in the City and across the wider Greater Manchester area. Both clubs report challenges in recruiting adequate numbers of qualified coaching staff/volunteers.	Support clubs to grow/diversify membership. Support volunteer and coach development. Where possible support Manchester Parkour Academy to source an indoor venue.	PUK, MCR Active, MCC.	Medium	Enhance, Provide
<b>Table Tennis</b>	Table tennis teams in the area typically use multipurpose venues. Manchester Table Tennis League is the primary league provision across Greater Manchester. Five clubs utilise Manchester venues for fixtures.	Support clubs to grow/diversify membership. Support volunteer and coach development.	TTE MCR Active	Medium	Enhance