

**The Vale of White Horse
Open Space, Sport and Recreation
Provision Strategy**

Draft for Consultation: September 2007

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1: Foreword

Open spaces and sport and recreation facilities are fundamental to the quality of life in the Vale. They provide opportunities for people to enjoy themselves in their spare time and to take part in a wide range of social or solitary, active or passive, indoor or outdoor activities. It is therefore entirely appropriate for the owners and managers of the main part of this hugely important resource – the District Council and its Town and Parish Council partners - to have a strategy to ensure concerted action to make the most of it in the both the short and long term..

The District Council has long recognised this, as has the Government. Accordingly this strategy is a direct response to policies set out by both of them. It covers:

- The **policy context** within which the strategy is set
- The **background information** on which the Council has based it and the **main issues** that implementation of the strategy will tackle
- A succinct **vision for the future** of open space, sport and recreation provision in the Vale, together with a **delivery plan** setting out what the Council and its partners should do in order to deliver the vision and the specific outcomes they aim to achieve
- How the Council and its partners will keep the strategy under **review**

The Council has based this draft strategy on a wide-ranging assessment of open space, sport and recreation provision across the Vale, summarised in a background report which:

- Describes the policy context within which the strategy is set
- Reviews and identifies local needs, based on a special Vale Voice Citizens' Panel survey and a survey of the District's Town and Parish Councils
- Summarises the results of a detailed audit of existing provision
- Derives provision standards for inclusion in the Council's Local Development Framework
- Identifies the key issues summarised in this strategy document

2: The Policy Context

Introduction

This strategy links directly to a “cascade” of related policies and strategies that will help determine the future of the Vale. Nationally, the key element of this cascade is the Government’s guidance *Planning for Open Space, Sport and Recreation* (PPG17); locally, it supports policies set out in the Vale’s Community Strategy and the District Council’s Corporate and Performance Plans. It also provides an evidence base to support policies for open space, sport and recreation in the Council’s forthcoming Local Development Framework.

National Policy: PPG17

In PPG17, *Planning for Open Space, Sport and Recreation* (July 2002), the Government sets out how well designed and implemented planning policies for open space, sport and recreation are fundamental to delivering broad objectives, specifically:

- Supporting an urban renaissance
- Supporting rural renewal
- Promoting social inclusion and community cohesion
- Promoting health and wellbeing
- Promoting more sustainable development

These objectives can best be delivered locally, by local authorities and their partners. Accordingly, PPG17 states that

- Local authorities should undertake robust assessments of the existing and future needs of their community (paragraph 1)
- Local authorities should also undertake audits of existing open space, sport and recreational facilities (paragraph 3)
- Assessments and audits will allow local authorities to identify specific needs and quantitative or qualitative deficiencies or surpluses of open space, sport and recreation facilities in their areas. They form the starting point for establishing an effective strategy for open space, sport and recreation at the local level (tied to the local authority’s Community Strategy) and for effective planning through the development of appropriate policies in plans (paragraph 4)
- The Government expects all local authorities to carry assessments of needs and audits of open spaces and sports and recreation facilities (paragraph 5)
- Local authorities should use the information gained from

their assessments of needs and opportunities to set locally determined standards for the provision of open space, sport and recreational facilities in their areas. Local standards should include:

- Quantitative elements (how much new provision may be needed)
- A qualitative component (against which to measure the need for enhancement of existing facilities) and
- Accessibility, including distance thresholds and consideration of the cost of using a facility (paragraph 7)

Local Policy

The Vale's Community Strategy 2004-8

The Community Strategy has a key objective of "improving the quality of life in the Vale", to be achieved through co-ordinated action in nine main areas. This strategy relates directly to four of them:

- **Recreation, Culture and Leisure:** expand the range of facilities/affordable venues
- **Community:** reduce the sense of isolation and alienation amongst older people; promote and support volunteering; foster a spirit of community by developing infrastructure and breaking down barriers between different groups; and encourage local issues groups
- **Environment:** promote greater engagement and education of communities on environmental issues; and ensure services are provided in a sustainable manner
- **Health and well-being:** maximise opportunities for older people to exercise; and increase use of local facilities

The Council's Corporate Plan 2005-8

The Council's overall vision is "to build and safeguard a fair, open and compassionate community" and its aspiration is to protect and enhance the sustainability of the Vale through the economic, environmental and social vitality of its town and villages. In order to deliver its vision the Council has set aims relating to :

- Strengthening local democracy and public involvement
- Creating a safer community and improve the quality of life of Vale residents
- Protecting and improving the built and natural environment

In addition, the Council has made a commitment to devoting extra resources over the lifetime of the Plan towards three things, one of which is creating a cleaner, greener, safer and healthier community and environment. Other commitments under this broad theme include:

- Develop a parks and green spaces strategy which includes playground provision
- Carry out a review to enable the Council as planning authority, to optimise contributions from new developments

towards leisure, culture and recreation facilities

Local Plan 2011

The Adopted Local Plan 2011 sets out the Council's current planning policies for open space, sport and recreation. The most relevant are:

- **Policies L1 and L4**, which protect existing outdoor play space and allotments but allow development if the outcome will not be a deficiency in provision
- **Policy L2**, which protects all urban open spaces defined on the Proposals Map
- **Policy L7**, which protects local leisure facilities unless there is no longer a need for them or appropriate compensatory provision will result
- **Policy H23**, which requires residential developers proposing to build 15 or more dwellings, or to develop sites of over 0.5 ha, to lay out at least 15% of the site area for public open space and make suitable arrangements for its future management and maintenance
- **Policy DC8**, which seeks financial contributions from developers to meet the costs of the social and physical infrastructure needed to support their developments

The Local Development Framework will supersede the Local Plan within the next few years. As part of the process of preparing it, the Council will necessarily review its existing policies in the light of this strategy and the Corporate Plan objective of delivering a cleaner, greener, safer and healthier community.

Vale of White Horse District Council Performance Plan 2005-08

The Council Performance Plan's overall aim is to seek the economic, environmental and social sustainability of the Vale by protecting and enhancing the vitality of its towns and villages, with a specific focus on creating a cleaner, greener, safer and healthier environment. As part of this it repeats the commitment in the Corporate Plan to "Develop a Parks and Open Spaces Strategy which includes playground provision".

This strategy therefore:

- Meets the requirements of PPG17 in relation to the things the Government requires local authorities to do in order to plan effectively for open space, sport and recreation provision
- Seeks to enhance the quality of life in the Vale, in accordance with specific aims in the Community Strategy and Corporate Plan
- Fulfils the commitments in the Council's Corporate and Performance Plans to prepare a greenspaces strategy and optimise contributions from developments towards leisure

provision

3: Background Information

Introduction

This strategy is based on:

- The views of local residents, as established through a Vale Voice Citizens' Panel survey in 2006
- The views of the District's Town and Parish Councils
- Analysis of an audit of greenspaces and sports and recreation facilities across the District, undertaken in accordance with PPG17
- The derivation and application of locally determined provision standards, as required by PPG17; these standards will be included in a Supplementary Planning Document as part of the Council's Local Development Framework in due course
- A number of key issues, derived from the above context, that will affect the future of open space, sport and recreation provision across the Vale

Full information on all of these matters is set out in a background report which is too long to be included as an integral part of the strategy.

Local Views

Overall, the views of the Vale Voice Citizens' Panel and the views expressed by the Town and Parish Councils were very similar. They identified the key local needs as (in alphabetical order):

More:

- Fitness areas
- Hard surfaced multi-sports areas
- Indoor tennis courts
- Nature conservation/wildlife areas
- Off-road cycleways
- Parks and public gardens
- Play facilities for 8-12 years
- Sports halls
- Squash courts
- Swimming pools
- Teenage facilities
- Water sports areas
- Youth centres

Better:

- Indoor tennis courts
- Sports halls
- Squash courts
- Swimming pools
- Teenage facilities
- Youth centres

The Audit of Local Provision

The audit identified the quality and value of around 700 greenspaces and sport and recreation facilities across the District:

- **Quality** relates to the range of features or facilities on the site (eg trees, shrubs or seats), their basic characteristics (eg appropriate to the site or not), and their condition (eg on a spectrum from very good to very poor)
- **Value** is nothing to do with monetary value but refers to the value of a site to people and bio-diversity; to its cultural and heritage value; and to its strategic value - for example, by providing a sense of open-ness in a densely developed area.

The audit criteria were specific to the various types of spaces or facilities in the Vale, which made it possible to identify each space or facility as being of high or low quality and value in terms of their primary purpose. The various "primary purposes" used for the audit were:

- Allotments
- Amenity greenspaces: informal recreation spaces, mainly in and around housing areas
- Artificial turf pitches
- Bowling greens
- Cemeteries and churchyards
- Natural greenspaces: woodland and all land with a nature conservation value or designation
- Parks and gardens
- Playing fields, including recreation grounds
- Play areas and playgrounds: equipped play areas intended for children up to the age of about 12, split into areas for those aged below and above 8
- Teenage facilities: skateboard parks, outdoor basketball hoops and other informal areas intended primarily for teenagers
- Tennis and multi-courts: hard surfaced outdoor areas designed for sports such as tennis, netball and 5-a-side football
- Indoor sports facilities

Most greenspaces enhance the amenity of the area in which they are set, almost irrespective of their primary purpose. The strategy reflects this by referring to publicly accessible amenity greenspaces, cemeteries and churchyards, natural greenspaces, parks and gardens and playing fields as "multi-functional greenspaces". Taken together, they make up the District's

“green network”.

Appendix A summarises the quality and value scores from the audit.

Provision Standards

The derivation of PPG17-compliant provision standards for the Vale’s Local Development Framework is set out in detail in the background report and accompanying appendices. These standards will be critically important in helping the District Council negotiate planning agreements and developer contributions to new or enhanced provision required as the direct result of new housing developments. As such they are intended to satisfy the Corporate Plan commitment to “carry out a review to enable the Council ... to optimise contributions from new developments towards leisure, culture and recreation facilities”, at least in relation to open spaces and sport and recreation facilities.

These standards take three forms:

- **Accessibility standards** in the form of “distance thresholds” derived from the results of the Vale Voice survey. They represent the distances that around three quarters of Vale residents are willing to walk, cycle or drive to use different forms of provision. Appendix B gives the proportion of properties readily accessible to different forms of provision using the recommended distance thresholds.
- **Quality standards**, derived from published guidance and good practice, which are an aspiration for existing spaces and facilities and a requirement for new spaces or facilities provided or funded by developers. The quality standards are set out in a Background Report but too long to be included in this strategy document.
- **Quantity standards**, or the amount of different forms of provision required per person across the Vale in order to meet local needs. The proposed quantity standards are also set out in a Background Report.

Key Issues

This background work identified the issues summarised below.

Policy Issue 1: Sustainability and Climate Change

Issue

The UK Climate Impacts Programme (UKCIP) suggests the following changes to the UK climate are highly likely:

- Annual warming by the end of the century of between 1 and 5 degrees Celsius
- Greater summer warming
- Increase in the number of very hot days
- Decrease in the number of very cold days
- Generally wetter winters, with more periods of heavy rainfall
- Decreases in soil moisture in summer and autumn

These changes are likely to result in the UK having a warmer,

wetter future. They will almost certainly generate a number of potentially significant impacts for the Vale and other areas, including:

- Increased plant growth
- Earlier flowering and longer growing seasons for some species, leading to higher maintenance costs
- Later leafing in spring and leaf fall in autumn in some tree species
- Increased frost damage when less frequent frosts occur
- Curtailed flowering of hardy perennials
- Increased water stress on plants and trees in summer, leading to losses
- Increased virulence of pests and diseases
- Increased competition from weeds
- Grass swards will become more difficult to maintain owing to the effects of waterlogging in winter and drought in summer and more cuts will be needed in spring and autumn
- Increased need for watering, possibly coupled with hosepipe bans
- More winter depressions and gales, with the danger of losing trees
- Changes to habitats which are likely to result in the loss or migration of some currently common species
- Increased concerns over skin cancer and changes to when people will like to be outside, with fewer "heat of the day" and more early evening outdoor activities in summer
- More flooding of low lying areas
- Reduced need for the heating of buildings – but possibly a need for increased cooling - coupled with a need to enhance their energy performance

The Big Question

What are the key implications of climate change for the Vale's greenspaces and sports facilities and how should it tackle them?

Possible Initiatives

- Increase the composting of waste
- Provide more street trees to absorb pollution, provide shade and reduce the air temperature in urban areas
- Give priority to floodlit artificial pitches so as to minimise the disruption to football league programmes as a result of heavy rain and waterlogging of grass pitches in winter, with knock-on implications for cricket in the summer
- Promote the use of Sustainable Urban Drainage schemes as integral components of new developments
- Review and amend the selection of plants, trees and shrubs in new or when enhancing greenspaces
- Use earth bunds and greenspaces to help control or contain flooding
- Use easily retro-fitted measures to reduce the energy consumption of existing sports and leisure buildings, such as

rainwater harvesting, the use of grey water, ground source heat pumps and photo-voltaic systems

- Ensure new sports and leisure buildings incorporate measures to generate renewable energy on-site
- Reduce the use of water in swimming pools and leisure centres

Note: the Vale's Draft Climate Change Strategy includes a wide range of initiatives which will tackle this issue generally

Policy issue 2: Working with Partners

Issue

The District Council owns and manages only a relatively small proportion of the spaces and facilities in the Vale, with most the responsibility of one of the town or parish councils. Accordingly the District Council needs to work closely with them.

The Big Question

How can the District, Town and Parish Councils best work together to deliver this strategy?

Possible Initiatives

Some of the areas on which it will be desirable for the District, Town and Parish Councils to concentrate :

From the Vale Voice survey:

- Replacement of trees
- Speed of resolution of grounds maintenance problems
- Contacting the Council to report maintenance issues
- The clearing of leaves in autumn
- The maintenance of sports pitches
- The removal of litter from parks and play areas

Other possible changes:

- The nature of play and teenage facilities
- Signage
- Greenspace enhancements
- Maintenance specifications
- The creative use of development to deliver better spaces or facilities
- Britain in Bloom

This suggests it may be desirable to have something like a "Vale Greenspace Partnership" to discuss issues and agree common approaches in order to make the best use of resources.

Policy Issue 3: Promoting Local Pride

Issue

The Vale Voice survey identified that District residents are generally very satisfied with the quality of grounds maintenance. However, a majority of respondents expressed concerns relating

to:

- Litter (96%)
- Dog fouling in or near play areas (94%)
- Fly tipping (88%)
- Dog fouling on public land (84%)
- Abandoned vehicles (82)
- Graffiti (81%)
- Fly posting (62%)

While many respondents no doubt see these problems as a failure of whoever is responsible for management and maintenance, this is not the case. Their cause is the behaviour of some users of greenspaces. If local people didn't drop litter, for example, there would not be a litter problem. Therefore the greatest gains are to be made by changing individuals' behaviour, rather than changing management and maintenance regimes, and this should also free resources for other tasks and initiatives. In any case it would be unrealistic to increase the amount of litter picking that is possible in high use visitor facilities such as Disneyworld, where staff ensure that any litter dropped by visitors is picked up within a few minutes.

The Big Questions

How can the District Council and its partners best bring home to the relatively small proportion of unthinking people the impact or consequences of their actions, and persuade them to change their behaviour? How can it best develop local pride?

Possible Initiatives

- Work closely with and through the Oxfordshire Waste Partnership, which is managing the County Council's Local Area Agreement "Clean and Green" initiative
- A concerted campaign to highlight the results of the Vale Voice survey and cost to Council Tax payers of those who create the problems
- Working with schools to bring home to pupils the need not to drop litter or take part in anti-social activities
- "Clean-up" days
- The creation of Business Improvement Districts in the Vale's main towns
- A competition to find the Vale's cleanest, greenest town or village
- Publicity for the Play Strategy's proposed approach to the development of naturalistic play spaces rather than equipped play areas

Policy Issue 4: Planning Policy

Issue

The basic policy for open space, sport and recreation provision in the core strategy should be designed to help deliver the Community Strategy, the Council's Corporate Plan objective of a

cleaner, greener, safer and healthier community and environment and the vision driving this strategy (see Section 4 below). They imply that the Council's broad priority across most of the District should be to enhance the overall quality of existing provision rather than to secure more of it. In areas where there will be significant housing developments, however, the best approach is likely to be a mix of new provision, to meet additional needs arising from population growth, coupled with enhancing existing spaces and facilities to increase their capacity to accommodate demand.

The Vale's current planning policy for open space, sport and recreation provision, however, takes a slightly different approach and has two main thrusts:

- To protect existing greenspaces and leisure facilities from development (policies L2 and L7), although Policies L1 and L4 allow development on allotment sites and outdoor play spaces (where there is, or will be as a result of the development, a local deficiency) if this will result in compensatory provision of equal or better value in terms of size, quality and accessibility
- To require developers generally to provide more playing space (as defined in the NPFA Six Acre Standard), although Policy H23 notes that developments of fewer than 15 dwellings, on sites of less than 0.5 ha or where on-site provision is not appropriate, the Council may seek contributions to new or improved off-site provision.

The Big Questions

What policy approach will best help to deliver the Community Strategy and Council's Corporate Plan objectives? Will rolling the present policy approach forward into the LDF achieve this, or will it be better to adopt an approach more like Policy L4 that allows development on some existing spaces and facilities in return for better provision in a suitable location, while also placing a greater emphasis on the enhancement of existing spaces and facilities where there are clusters of poor quality or value provision?

Possible Initiatives

An alternative policy approach might be something along the lines of:

(a) Proposals which involve the loss of open space or sport and recreation provision

The Council will allow proposals which will result in the loss of open spaces or sport and recreation facilities provided the site that will be lost is not significant in terms of nature conservation or amenity value, subject to the following policy tests:

- The site that will be lost is clearly surplus to requirements in terms of its current use and there is no foreseeable need for it to be used for a different form of open space or sport and recreation provision; or
- The development will result in the enhancement of other spaces or facilities and represent a greater benefit to the community served by the space or facilities that will be lost than retention of that provision; or
- The development will result in replacement provision which will be at least as accessible, at least equivalent in terms of attractiveness, visual amenity and quality and capable of accommodating and sustaining at least the same levels and types of use as the provision which will be lost; or
- The proposed development is ancillary to the use of land used for sport and physical recreation and will not adversely affect either the level of use it can sustain or the quality of provision

(b) All Other Proposals

Depending on the size of the proposed development, its location and likely impact in terms of increasing the demand pressures on open space and sport and recreation provision, the Council may require developers:

- To make on-site provision; or
- To fund off-site provision; or
- To fund the enhancement of off-site provision

(c) Management and Maintenance

The Council will require developers to make arrangements for the long term management and maintenance of all new or enhanced provision resulting from development. This may be achieved by:

- The developers making arrangements which are acceptable to the Council for the management and maintenance in perpetuity of on-site spaces or facilities intended predominantly for the benefit of the residents or users of the associated development
- The Council adopting new or enhanced off-site provision (assuming it does not already own it), at no cost to the Council, together with a commuted maintenance sum sufficient to fund management and maintenance for a period of 25 years

**Policy Issue 5:
Capital and Revenue
Funding**

Issue

Almost all the management and maintenance of publicly accessible greenspaces and public leisure facilities in the Vale is funded from taxation in one way or another. It is therefore vitally important to set realistic and affordable aspirations for the range of spaces and facilities and how the District Council and its

partners should manage and maintain them. At the same time, however, the Council's Corporate Plan makes a commitment that it will devote extra resources towards creating a cleaner, greener, safer and healthier community and environment.

The Big Questions

Is the Corporate Plan commitment to make available more resources deliverable and, if so, where should the Council's priorities lie and what level of resource will be needed? What information and arguments will best support a bid for increased resources? If not, where should the Council's priorities lie for the use of its existing resources and how can it best safeguard them for the future?

Possible Initiatives

- Adopt a planning policy that allows the redevelopment of existing spaces or facilities which are poorly located or used in return for compensatory provision that will be of greater value to local communities (as suggested under Policy Issue 4 above)
- Encourage the pitch sports (but particularly football) to make greater use of artificial surfaces and spread fixtures through the week, so as to reduce the overall land area required for them and therefore maintenance costs
- Put more resources into the most used and most valued spaces and facilities and less into those that are poorly used or little valued
- Keep maintenance standards and budgets under constant review in relation to the quality standards suggested in this strategy

Specific Issue 1: New Residential Developments

Issue

Over the next decade, there is likely to be significant housing development both in the heart of the Vale and on its periphery. Major developments obviously create opportunities to secure significant additional or enhanced provision for the benefit of both new residents and, if carefully planned, existing communities. However, greenspaces and sport and recreation provision are only a part of the community infrastructure that new developments will need, albeit the elements that probably contribute most (apart from the dwellings themselves) to making high quality places in which to live.

The Big Questions

How can the strategy best help to ensure that major new developments are sustainable and will be attractive places in which to live? What forms of greenspace or sport and recreation provision will do most to deliver the Council's corporate priorities?

Possible Initiatives

- Develop more parks, or “park-like” spaces, that will appeal to a wide range of people in the larger settlements
- Ensure that greenspaces in new housing developments will meet residents’ needs for amenity, play and informal outdoor recreation
- Link new and existing greenspaces together as much as possible in order to create attractive routes for walking and cycling between houses and community infrastructure such as schools, shops and sports facilities
- Actively promote nature conservation and bio-diversity in the design and management of all appropriate greenspaces

Specific Issue 2: Provision for Young People

Issue

The County-wide vision underpinning the Vale’s District Play Strategy says that

We want all play spaces to be easily accessible to all children and young people and we want more of them to be informal based on natural environments

At present, provision for children and young people depends on traditional equipped provision, predominantly in the form of Local Equipped Areas for Play (LEAPs) designed broadly in accordance with the NPFA Six Acre Standard. In the Vale Voice survey 62% of those respondents that expressed an opinion identified a need for more play areas for older children (aged 8-12) and 36% more facilities for young ones (those aged below 8). Even more significantly, 76% identified a need for more facilities for teenagers.

The Big Questions

How can the District Council and its partners best persuade local communities of the merits of a more naturalistic approach to play and less dependency on play equipment and then deliver a network of attractive play spaces? What provision will be most appropriate for teenagers and young people?

Possible Initiatives

- Widespread publicity for the play strategy and the initial projects flowing from it
- Monitoring the success of the first few projects developed through the play strategy
- Providing help in kind to local communities or town and parish councils that want to develop naturalistic play spaces, for example by making available the services of the Council’s landscape team at cost
- Working with local communities and local children to design play spaces
- Sharing and disseminating experience through the

- Oxfordshire Play Partnership
- Working with local youth groups to identify teenagers' preferences for informal youth provision such as shelters, skateparks and ball courts
- Encourage the town and parish councils to ensure that each significant settlement in the Vale has appropriate provision for teenagers

Specific Issue 3: Sports Development

Issue

The Vale's *Sports Development Strategy 2007-12* has seven key aims:

- To increase opportunities for participation in sport and active recreation
- To improve and widen access by reducing inequalities
- To improve health and wellbeing, using sport to be of benefit socially, physically and mentally
- To improve the infrastructure of sport and physical activity within the District
- To enhance and improve provision in the District
- To ensure effective partnership working to maximise use of resources
- To raise awareness of opportunities through effective communication and marketing

The objectives of the strategy include:

- Increase casual participation and healthy recreation through the development of recreational after school and community clubs
- Support community groups in developing and accessing facilities
- Identify significant gaps in provision and work with clubs, schools and leisure centres to maximise the use of existing facilities

The Big Question

How can the open space, sport and recreation provision strategy best support the sports development strategy and what should its priorities be?

Possible Initiatives

- The development of additional floodlit artificial turf pitches with good changing and social facilities, particularly on school sites, in order to maximise their use during the day as well as on weekday evenings and at the weekend
- The development of better quality floodlit multi-sport courts; most multi-courts in the Vale are of fairly poor quality and value and used mainly – although to only a limited extent – by teenagers as informal facilities
- The promotion of and support for multi-sport and multi-team

clubs

Specific Issue 4: Wantage Leisure Centre

Issue

Wantage Leisure Centre is rapidly approaching the time when it will require significant capital investment in order to keep it in a safe and usable condition. At the same time, the significant residential developments planned for the Grove/Wantage area will increase the demand for its facilities, although car parking is very limited.

The Big Question

What alterations will be needed to the centre in order to be able to accommodate additional demand?

Possible Initiatives

- Add a learner pool, ideally with a movable floor to maximise flexibility
- Expand the existing fitness gym into the adjacent snooker area
- Provide additional parking on the existing tennis courts area or to the south of Willow Lane

Specific Issue 5: Grove Airfield

Issue

The Grove Airfield development is likely to result in the construction of around 2,500 additional dwellings in the period to 2021, with approximately 6,250 residents.

The Big Question

What open space, sport and recreation provision will these new residents need?

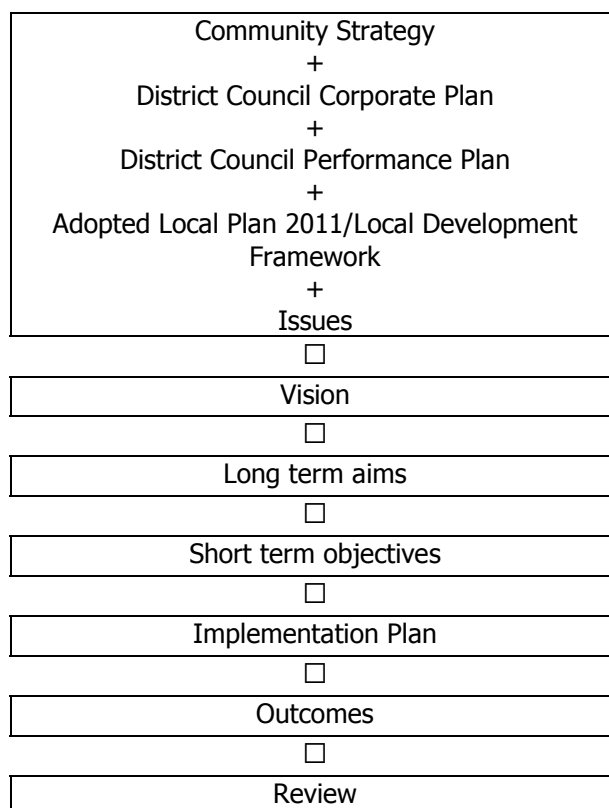
Possible Initiatives:

- Work with the County Council to ensure that the new school planned for Grove will have a good range of high quality indoor and/or outdoor sports facilities designed for school and community use
- Provide one or two artificial turf pitches at the new school in order to provide high capacity pitches for local clubs
- Use the provision standards developed as part of this strategy to identify future local needs for open space and sport and recreation facilities

4: Vision and Long Term Aims

Introduction

A vision is a succinct statement of what the District Council and its partners intend to deliver in the long term in relation to the District's greenspaces and indoor sports facilities in order to help deliver the vision in the Community Strategy. However, a vision is of only limited use on its own; to be really useful it has to lead directly to suitable long term aims; specific, short-term objectives; and a clear delivery plan. The diagram below summarises this:



A Vision for the Vale

Greenspaces and sport and recreation facilities that are accessible, high quality, valued and appreciated by local people and used by them can make a huge contribution to the delivery of the Council's aspirations. There is a growing body of research evidence that they:

- Are critically important in terms of “liveability”, the quality of life and individual well-being
- Help to promote economic development and attract inward investment
- Help to mitigate the impacts of pollution and climate change
- Provide important opportunities for physical activity of many kinds and not just sport

The Community Strategy and the Council’s Corporate and Performance Plans suggest a need for vision that focuses on:

- Expanding the range of leisure and recreation opportunities across the Vale
- Promoting greater use of spaces and facilities
- Promoting a sense of community and volunteering
- Engaging local communities over environmental issues

However, greenspaces and sports facilities must also be affordable, sustainable and make the most effective use of land possible. The vision that drives this strategy is therefore:

The Vale’s towns and villages will have a sustainable network of high quality greenspaces and indoor and outdoor sports facilities that everyone will see as being of fundamental importance to their quality of life and want to use

This vision is intended to make clear that:

- The strategy relates to spaces and facilities in or on the edge of settlements, rather than the wider countryside; the main reason for this is that most of the Vale’s countryside, while of high quality, is not owned or managed by a public body
- Spaces and facilities must be environmentally sustainable and affordable to both users and those who manage them
- The Vale’s spaces and facilities should be seen as a comprehensive network, rather than a collection of discrete sites; this means, for example, that it is not necessary to have every form of provision everywhere. In addition, however, wherever possible spaces and facilities should be linked by green corridors or other sustainable green routes.
- Run-down or neglected spaces and facilities can have a detrimental impact on the quality of life and public perceptions of community safety and the attractiveness of the Vale as a place to live. The higher quality and more attractive they are, the more likely it is that local people will want to use them and treat them with respect.
- Everyone in the Vale should value the District’s spaces and facilities. This means that they must be accessible and inclusive and of high value in terms of meeting local needs and supporting biodiversity and nature conservation
- The strategy relates to the full range of greenspaces and outdoor sports facilities across the Vale: allotments,

equipped play facilities, amenity greenspaces, natural greenspaces, churchyards and cemeteries, green corridors (including routes along rivers or canals), parks and gardens, bowling greens, cricket pitches, football pitches, rugby pitches, tennis courts, multi-sport courts, sports and other halls, tennis halls and swimming pools

- Although not everyone will want to use all of the Vale's greenspaces and sports facilities equally, the growing body of evidence in support of the health and wellbeing benefits of visiting and using them makes it highly desirable for the District Council and its partners to encourage everyone to make some use of them

By implication, the vision is also intended to make clear that:

- There is no automatic need to retain spaces that are not sustainable, cannot realistically be afforded or are clearly not valued by local people and cannot be enhanced in order to be appreciated more
- The District Council and its partners will concentrate on those spaces and facilities that are available for all to use, including voluntary sports clubs, provided they place no restrictions on membership other than those required by the nature of their facilities. For example, it is perfectly reasonable for golf or bowls clubs to limit the number of playing members to reflect the realistic capacity of their facilities but unacceptable for them to discriminate in any way against any particular group or groups in the community.

Long Term Aims

Related to this vision, the strategy has six long term aims – broad statements of intent - to guide the work of the Council and its partners for a number of years.

Aim 1: Accessibility and Inclusiveness

- Progressively to increase the proportion of properties in the district within the appropriate distance thresholds of inclusively designed and managed spaces and facilities

Accessibility can be defined in two ways: in terms of people being able to get to spaces or facilities, and being able to use them once they are there. Both are obviously important and for clarity it is sensible to refer to them as accessibility and inclusiveness respectively. The proportion of properties in the District within the appropriate distance threshold of different types of spaces and facilities is an easily measured and monitored way measuring accessibility. Inclusiveness, on the other hand, relates to other, less easily measured factors such as price, provision for people with disabilities and social issues such as making everyone feel welcome.

Aim 2: Quality and Value

- Progressively to improve the number and proportion of spaces of Green Flag standard and the average quality and value of the Vale's greenspaces and sports facilities

Two of the many indicators the Government is using to measure the performance of local authorities are:

- **Choice and Opportunity:** this measures the percentage of the population living within 20 minutes walk (in urban areas) or 20 minutes drive (in rural areas) of a pool, sports hall, health and fitness facility, grass pitch, artificial turf pitch or golf course with either a Quest, Green Flag, ISO 9001:2000 or Charter Mark quality award. The Sport England website gives the percentage of Vale residents meeting this requirement as just over 26%, placing it around the middle of English authorities.
- **Green Flag spaces:** the total area and proportion of greenspace of Green Flag standard. The Green Flag Award is a national quality award scheme for parks promoted by the Civic Trust. At present English local authorities have 448 Awards, none of them in the Vale.

It follows that the District Council should be seeking continuously to improve the Vale's rating against these two indicators. However, the District Council shares responsibility for design, management and maintenance with a wide range of agencies, including the County Council, the Town and Parish Councils, developers, the state and independent schools, the Ministry of Defence, housing associations, sports clubs, wildlife trusts and local residents. It is therefore clearly desirable that they should work as much as possible to common standards and an agreed agenda.

Aim 3: Climate Change

- To mitigate the effects of climate change through the appropriate design and management of the Vale's greenspaces and indoor and outdoor sports facilities

The last chapter set out some of the likely significant consequences of climate change in order to make clear that climate change is a serious issue. The Council's Climate Change Strategy highlights the need for this strategy to support its efforts to mitigate the impact of climate change.

Aim 4: Planning Policy

- To use planning policy to help deliver the vision

As the local planning authority, the District Council has the power to protect spaces and sports facilities or allow their redevelopment for some other use. Local Plan Policy DC8 allows it to require developers either to provide or contribute to the provision or enhancement of spaces and facilities. As a result,

planning policy can have a major impact on helping to deliver the vision.

Aim 5: Use of the Vale's Greenspaces and Sports Facilities

- Actively to promote the use of the Vale's greenspaces and sports facilities

The best way to protect spaces and facilities from development is to ensure that they meet local needs and are well used; this is also the best way to ensure they are seen as safe by local people. Well used greenspaces and sports facilities therefore contribute to local perceptions of community safety. However, it would be unrealistic to expect that all of the Vale's spaces and facilities will be equally well used.

Aim 6: Capital Funding

- Constantly to seek to maximise investment in the Vale's greenspaces from sources other than the District Council

The Vale needs to do all it can to maximise capital funding for greenspace and sport and recreation facility provision and enhancement from development, sponsorship and other sources of external funding. This said, as a prosperous community with very low levels of individual disadvantage, the Vale will rate only a low priority amongst most grant aiding bodies unless it can put forward very persuasive proposals and arguments to demonstrate that highly desirable and cost-effective benefits will follow. Therefore the District Council must itself give a lead by making a sufficient commitment to persuade external agencies to provide additional support.

Aim 7: Revenue Funding

- To ensure adequate guaranteed long term revenue funding of the management and maintenance of the Vale's greenspaces and sports facilities

The District Council's corporate plan highlights its intention to increase the resources it allocates to greenspace management and maintenance. This welcome commitment must generate real benefits for the Vale's communities. Without adequate revenue funding for management and maintenance there is a very real danger that capital expenditure on new or enhanced greenspace provision and outdoor sports facilities will be wasted. The quality of spaces and facilities will decline and the District Council will run the risk of being penalised by the Government. However, rather than increase the general revenue funding for greenspaces and sports facilities generally, it will be sensible to concentrate additional funding on a limited number of spaces in order to make a real difference to them. This suggests the need for a hierarchy of provision, with spaces and facilities of District-

wide, area and local significance.

5: Delivery Plan

Introduction

The next step in the “policy cascade” is to set more specific objectives for say the next five years, linked to the long term aims suggested above, in order to set the framework for a detailed delivery plan. The Council will then be able to measure progress against its objectives and review and if necessary amend them as appropriate towards the end of this period.

Strategy Objectives

The aims set out in the last chapter are deliberately long term and the means the Council and its partners will use to achieve them may well change over time. However, the objectives below set the framework for what they should do over the next five years in order to implement the strategy.

Objectives linked to Aim 1: Accessibility and Inclusiveness

- To increase the proportion of properties in the District within the appropriate distance threshold of all forms of greenspace and outdoor sport and recreation provision by 5% by the end of financial year 2012-13
- Progressively to increase the proportion of properties in the Vale within the appropriate distance thresholds of greenspaces and outdoor sports facilities that are at least wheelchair accessible

Note: there is no “scientific” way of setting a measurable target for these objectives. However, a 5% improvement in overall accessibility is probably the minimum that will make a worthwhile difference and future reviews of the strategy can use the experience gained in the first few years of implementing it to set realistic future targets. In terms of inclusiveness, it is obviously desirable that all spaces and facilities should be at least wheelchair accessible and ideally fully inclusive but unrealistic to expect this to be achievable within only five years.

Objectives linked to Aim 2: Quality and Value

- Steadily to improve the total number and area of greenspaces meeting the Green Flag standard and gain at least one Green Flag Award by the end of financial year 2012-13
- To increase the average quality and value audit scores for all forms of greenspace and outdoor sports facilities across the Vale by 5% by the end of financial year 2012-13

- To deliver and foster cost effective and consistently high standards of greenspace and sports facility management and maintenance
- To deliver and encourage consistently high standards in the design of new or enhanced greenspaces and outdoor sports facilities across the Vale

Note: there is no “scientific” way of setting a measurable target for the second of these objectives. However, a 5% improvement in overall quality and value is probably the minimum that will make a worthwhile difference and future reviews of the strategy can use the experience gained in the first few years of implementing it to set realistic future targets.

Objectives linked to Aim 3: Climate Change

- To develop and implement a long term programme of changes to the Vale’s greenspaces that will mitigate the impact of climate change on the Vale’s communities, flora and fauna
- To reduce the carbon footprint of the Vale’s indoor sports facilities

Objectives linked to Aim 4: Planning Policy

- To ensure that all new residential developments contribute appropriately to the provision or enhancement of greenspaces and sport and recreation facilities
- To promote the development of “child-friendly” greenspaces and appropriate provision for teenagers in addition to children’s equipped play areas

Objectives linked to Aim 5: Use of the Vale’s Greenspaces

- To develop a programme of community events and activities in the Vale’s District-wide greenspaces and facilities, in partnership with the town and parish councils and appropriate local organisations such as Lions Clubs, youth groups, schools and charities

Objectives linked to Aim 6: Capital Funding

- To develop and seek external funding for specific projects that will help to deliver the vision
- To re-invest the proceeds arising from any disposals of existing greenspaces or sports facilities in other spaces or facilities in the same general area as the space(s) or facilities lost

Objectives linked to Aim 7: Revenue Funding

- To ensure that the District Council’s revenue funding of greenspace management and maintenance is sufficient to deliver continuous steady improvement in the quality and value of those spaces and facilities managed by the Council and thereby set the standard for other providers to emulate

- To encourage all providers in the District to allocate sufficient resources to the management and maintenance of greenspaces and facilities to deliver continuous improvement in their quality and value
- To encourage local communities to become involved in helping to look after greenspaces
- To reduce the revenue cost to the District Council of the Vale's indoor sports facilities

Delivery Plan

The Delivery Plan in Appendix C sets out the actions the Council intends to pursue over the next five in order to deliver these objectives. For concision, it is in table form, using standard headings, with a separate table for each objective. The standard headings are:

- Tasks
- Comments/notes on the task
- The years in which the action is to be progressed
- Key partners
- Budget implications by year
- Lead officer within the District Council

6: Review of the Strategy

Introduction

No strategy lasts for ever. Accordingly the Council will monitor the extent which the strategy delivers against the objectives and targets set out above.

The Context for the Strategy

The Council will:

- Conduct a brief annual review of relevant changes in government policy to ensure that the strategy still conforms to Government policy
- Feed the results of implementing this strategy into the updating process for the Community Strategy and the Council's Corporate and Performance Plans
- Review the continuing relevance of the strategy whenever the Council updates the Community Strategy or its Corporate or Performance Plans

Local Views

The Council will monitor changes in local views and fine tune the priorities in the strategy by means of:

- Bi-annual questions in Vale Voice surveys
- A bi-annual survey of the views of the District's town and parish councils

Audit Information

The Council should aim to repeat approximately 20% of the audit of local provision each year, with the intention that this will update the whole audit on a five-year rolling programme. As the original audit covered around 700 sites, this implies re-auditing around 140 sites per year or an average of just under three per week. It should be possible for those staff who visit sites in the normal course of their work to undertake these re-audits.

Analysis

The above reviews will generate the basic information needed to review the strategy. It will then be necessary to undertake some additional analysis. For example:

- By entering the new audit information to derive updated average quality and value scores in the updated audit; this will give a measure of the extent to which the Council and its partners are delivering higher quality spaces across the Vale
- By mapping the updated audit information and calculating the percentage of Vale properties within the various distance

thresholds

Appendix A: Summary Audit Scores

Introduction

This appendix summarises the audit of provision using charts of the quality and value scores, by typology. It also gives the average scores for each form of provision. In all, the audit encompassed around 700 spaces and facilities as follows:

Greenspaces

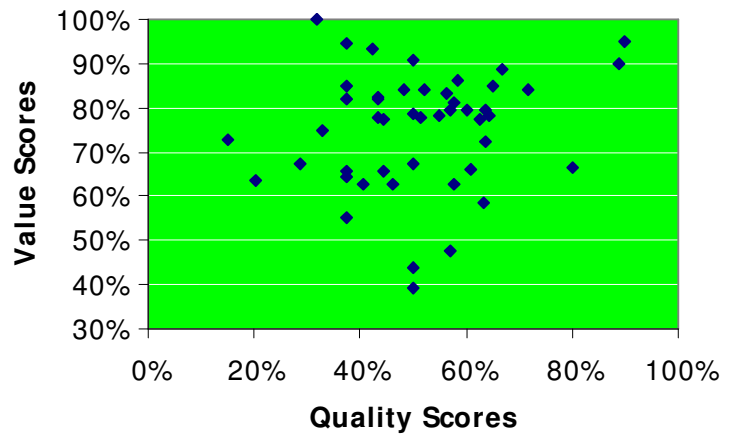
Outdoor sports facilities

Note: the audit also encompassed the Vale's artificial turf pitches, athletics tracks, golf courses and indoor sports facilities, but the number of each of these types of provision is too low to allow meaningful comparisons or policy conclusions

The audit evaluated each site using specific criteria appropriate to its primary purpose, as defined in Section 3 above. Accordingly it is possible to compare sites within a typology, but not valid to assume that a site with a score of X% in one typology is of equal quality or value to a site with a score of X% in another. However, the closer the clustering of scores within a specific typology the more consistent the quality and value of the sites, and vice versa. Ideally, all scores should be clustered fairly closely well with scores of over 75%.

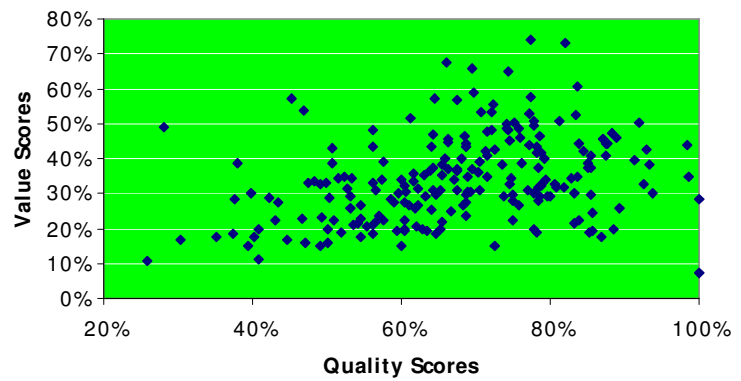
Greenspaces

Allotments: Quality and Value



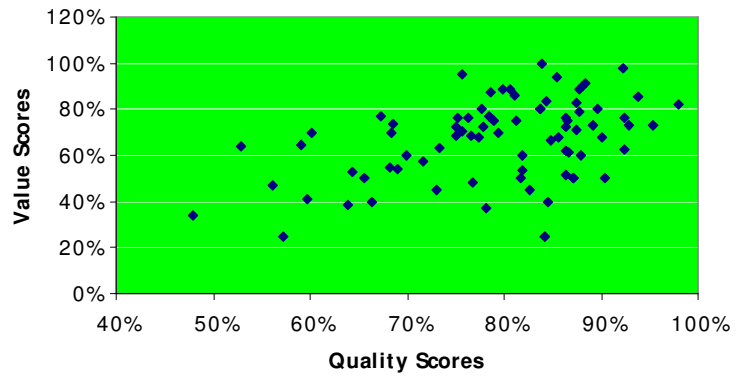
The average quality and value scores for allotments were 51% and 75% respectively.

Amenity Greenspaces - Quality and Value



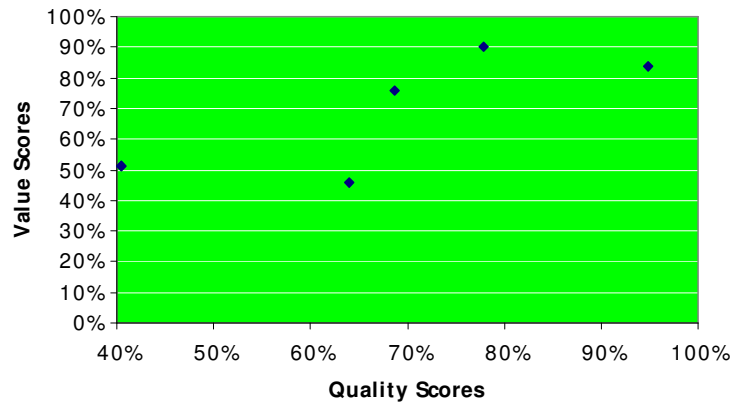
The average quality and value scores for amenity greenspaces were 67% and 34% respectively.

Churchyards and Cemeteries - Quality and Value



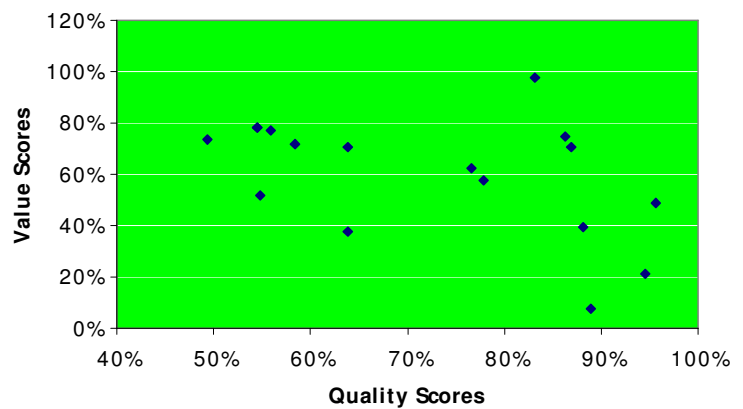
The average quality and value scores for churchyards and cemeteries were 79% and 66% respectively.

Green Corridors - Quality and Value



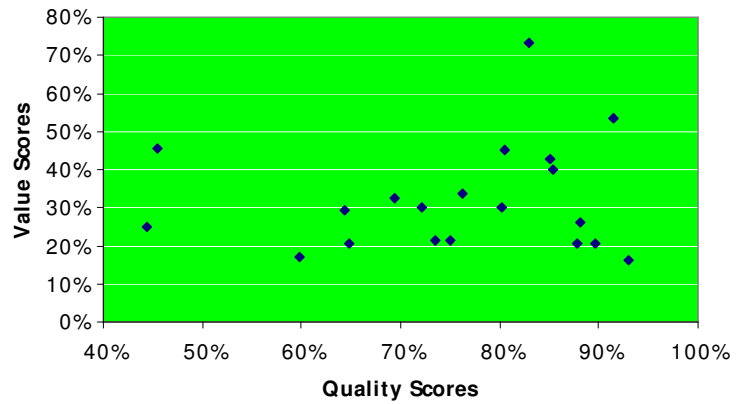
The average quality and value scores for green corridors were 64% and 66% respectively.

Natural Greenspaces - Quality and Value



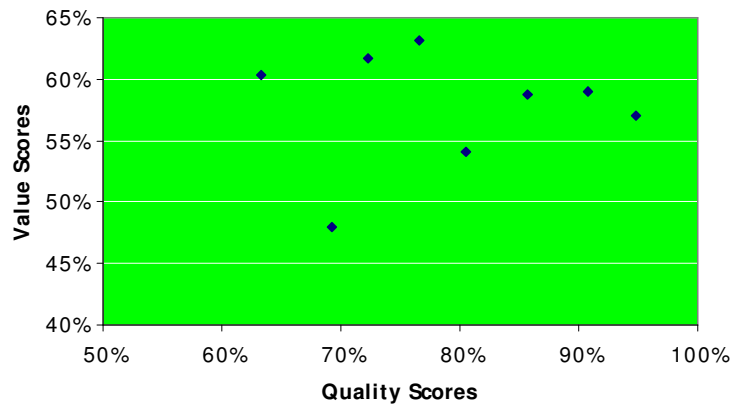
The average quality and value scores for natural greenspaces were 73% and 60% respectively.

Open Access Playing Fields - Quality and Value



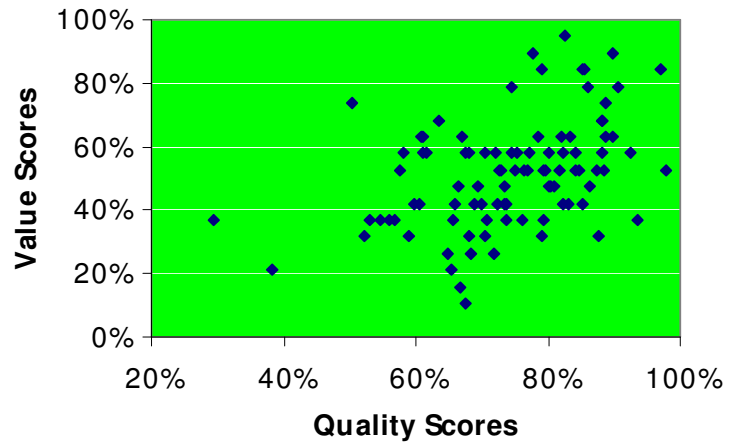
The average quality and value scores for open access playing fields and recreation grounds were 73% and 60% respectively.

Parks and Gardens - Quality and Value



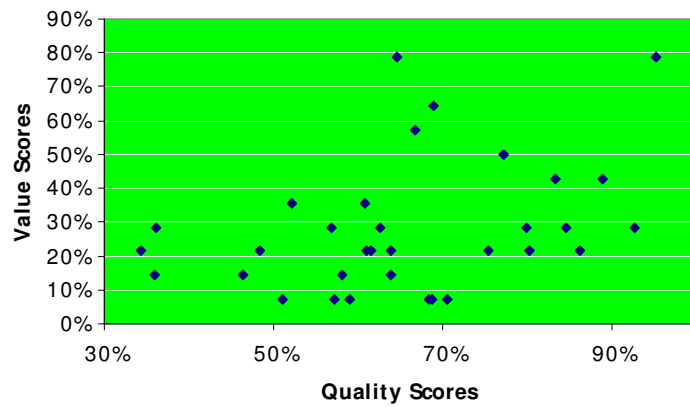
The average quality and value scores for parks and gardens were 78% and 58% respectively.

Children's Play Areas: Quality and Value



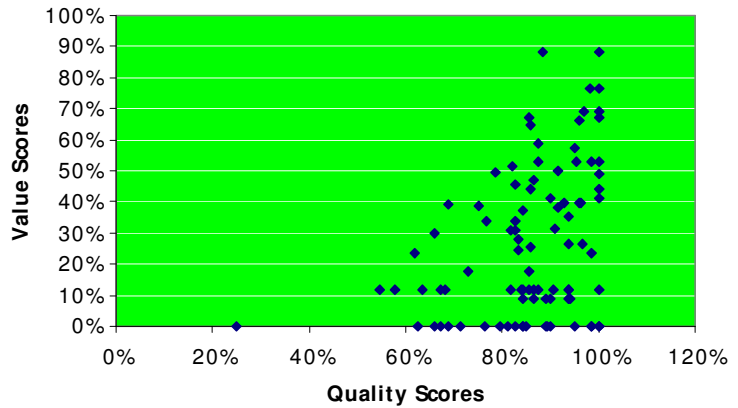
The average quality and value scores for children's equipped play areas were 74% and 52% respectively.

Teenage Facilities - Quality and Value



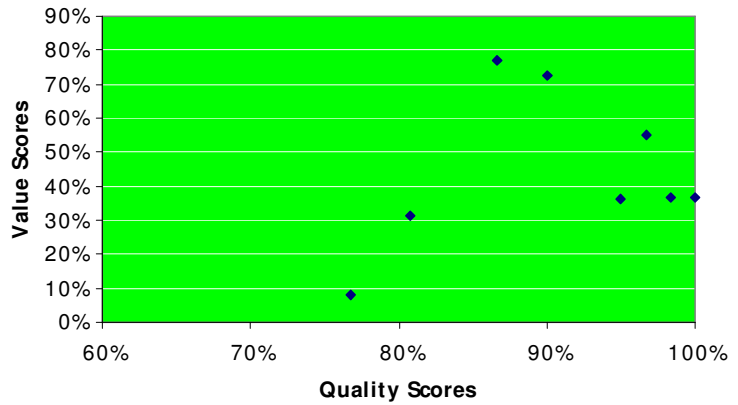
The average quality and value scores for teenage facilities were 65% and 28% respectively.

Football Pitches - Quality and Value



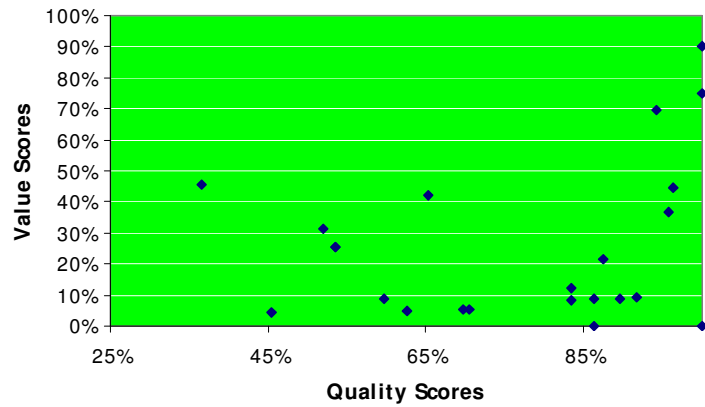
The average quality and value scores for football pitches were 86% and 27% respectively. The value scores relate to sporting value for the community as a whole and so school pitches with no community use received a value score of 0. The average quality and value scores for non-school pitches were 85% and 38% respectively.

Rugby Pitches - Quality and Value



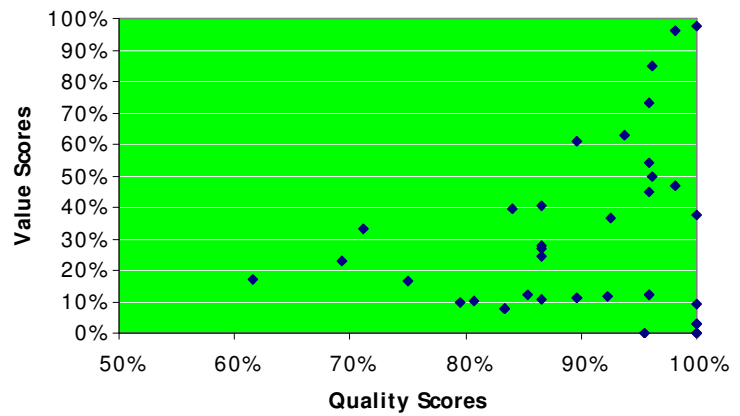
The average quality and value scores for rugby pitches were 92% and 39% respectively.

All Multi- courts - Quality and Value



The average quality and value scores for multi-sport courts were 77% and 25% respectively.

All Tennis Courts - Quality and Value



The average quality and value scores for tennis courts were 88% and 29% respectively. The average quality and value scores for courts with community use were 92% and 30% respectively.

Appendix B: Accessibility Assessment

Introduction

The table below summarises the percentage of properties across the District that lie within the appropriate walking distance threshold of each form of provision and also the percentage lying within this distance of a space or facility that the audit assessed as being of high quality and high value (HQHV).

Spaces for Informal Outdoor Activities

Walking time (in minutes)		5	10	15
Allotments	HQHV		10%	
	All		31%	
Multi-functional greenspaces	HQHV	38%	65%	
	All	71%	80%	
Amenity greenspaces	HQHV	21%		
	All	60%		
Churchyards and cemeteries	HQHV			50%
	All			55%
Natural greenspaces	HQHV			5%
	All			23%
Parks and Gardens	HQHV			14%
	All			19%
Equipped Play Areas - Under 8s	HQHV		48%	
	All		70%	
Equipped Play Areas - 8-12 year olds	HQHV			58%
	All			68%
Teenage Facilities	HQHV			19%
	All			58%

Facilities for Outdoor Sport and Recreation

Walking time (in minutes)		5	10	15
Artificial turf pitches (ATPs) with public access	All			4%
Bowling greens	All		21%	
Cricket pitches (Club or Council owned)	HQHV		0%	
	All		29%	
Cricket pitches (all owners)	HQHV		0%	
	All		45%	
Football pitches - adults (Club or Council owned)	HQHV		0%	
	All		61%	
Football pitches - adults (all owners)	HQHV		0%	
	All		67%	
Football pitches - junior (Club or Council owned)	HQHV		0%	
	All		0%	
Football pitches - junior (all owners)	HQHV		0%	
	All		0%	
Football pitches - mini-soccer (Club or Council owned)	HQHV		0%	
	All		42%	
Football pitches - mini-soccer (all owners)	HQHV		0%	
	All		62%	
Rugby pitches (all owners)	HQHV		0%	
	All		0%	
Rugby pitches (Club or Council owned)	HQHV		0%	
	All		0%	
Multi-sport courts (club or Council owned)	HQHV			7%
	All			34%
Multi-sport courts (all owners)	HQHV			18%
	All			52%
Tennis courts (Club or Council owned)	HQHV			15%
	All			39%
Tennis courts (all courts)	HQHV			30%
	All			51%

Facilities for Indoor Sport and Recreation

Walking time (in minutes)		5	10	15
Indoor bowls halls	All			0%
Indoor tennis halls	All			3%
Pay and play sports halls	All			16%
All sports halls with some public use	All			26%
Pay and play swimming pools	All			12%
All swimming pools with community use	All			19%
Ice rinks	All			1%

Appendix C: Delivery Plan

Introduction

This appendix sets out a draft delivery plan for the strategy. As this is a draft strategy for consultation, it does not seek to estimate the potential budget implications of each of the proposed actions. The Council and its partners will have to determine what resources they can apply to deliver the strategy once they have agreed the vision, aims, objectives and actions they will seek to initiate. They will then be able to set out when they will aim to progress each of the actions in the delivery plan and the resources required to do so.

The delivery plan includes initial suggestions for the years when it will be desirable to aim to progress the various actions. However, whether they are realistic will depend on the resources available to the Council and its partners.

Vale of White Horse Greenspace Strategy
Delivery Plan: Issue 1, August 2007

Long Term Aim 1: Accessibility and Inclusiveness: Progressively to increase the proportion of properties in the district within the appropriate distance thresholds of inclusively designed and managed spaces and facilities, irrespective of ownership

Objective 1.1: To increase the proportion of properties in the District within the appropriate distance threshold of all forms of greenspace and outdoor sports provision by 5% by the end of financial year 2012-13

Base Position: see Appendix B

Tasks	Comments/notes	Action in					Key partners	Budget implications					Council lead officer			
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals		
Identify those areas in which Vale residents lack ready accessibility to each of the various forms of greenspace or outdoor sports provision	Already done as part of the preparation of the strategy															
Identify the approximate number of properties not served by existing provision	The number currently served is given in Appendix B. By extension, it also gives the number and percentage not served.															
Identify spatial priorities for the provision of additional greenspaces or outdoor sports facilities	This will depend on where there is an identified deficiency in provision and where additional provision will be most cost-effective in terms of increasing the proportion of properties within distance thresholds	<input type="checkbox"/>					Town and Parish Councils									
Determine whether there are suitable sites for additional provision in each of the priority areas	If there are not available sites there is no point in wasting time and effort; instead the Council should concentrate on those areas where it will be possible to effect change.	<input type="checkbox"/>					Town and Parish Councils									

Tasks	Comments/notes	Action in					Key partners	Budget implications					Council lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Draw up a costed action plan, with priorities, for the creation of additional greenspaces or facilities designed to deliver the objective	An increase of 5% in average audit scores does not mean, for example, from 50% to 60% (ie +10%), but from 50% to 52.5% (ie + 5% of 50%)	<input type="checkbox"/>					Town and Parish Councils								
Deliver the action plan		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils								
Ensure that all new residential developments are either located within the distance threshold of all forms of provision or require the developer either to make on-site provision or contribute to off-site provision	See Objective 4.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Developers								
Monitor and review the proportion of properties with the distance threshold of different forms of provision on an annual basis and review the target after five years	Monitoring can be done easily and quickly using GIS provided the database of spaces and facilities is kept up to date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

Vale of White Horse Greenspace Strategy
Delivery Plan: Issue 1, August 2007

Long Term Aim 1: Accessibility and Inclusiveness: Progressively to increase the proportion of properties in the district within the appropriate distance thresholds of inclusively designed and managed spaces and facilities

Objective 1.2: Progressively to increase the proportion of in the Vale within the appropriate distance thresholds of greenspaces and outdoor sports facilities that are at least wheelchair accessible

Base position:

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer			
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals		
Identify those spaces and facilities which are not wheelchair accessible to an acceptable standard	Already done as part of the preparation of the strategy															
Identify spatial priorities for enhancing wheelchair accessibility	This will depend on where enhancements to improve wheelchair accessibility will be most cost-effective in terms of increasing the proportion of properties within distance thresholds	<input type="checkbox"/>														
Draw up a costed action plan, with priorities, for the enhancement of wheelchair accessibility		<input type="checkbox"/>														
Deliver the action plan, making community grants available to the town and parish councils responsible for those spaces where upgrading will make the greatest contribution to achieving the objective		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils									

<p>Ensure that all new greenspaces or sports facilities provided as part of or funded by new residential developments are designed to be fully inclusive</p>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Monitor the achievement of the target annually and review its relevance after five years</p>	<p>This can be done quickly and easily using the accessibility component of audit information</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Developers

**Vale of White Horse Greenspace Strategy
Delivery Plan: Issue 1, August 2007**

Long Term Aim 2: Quality and Value: Progressively to improve the number and proportion of spaces of Green Flag standard and the average quality and value of the Vale’s greenspaces and sports facilities

Objective 2.1: Steadily to improve the total number and area of greenspaces meeting the Green Flag standard and gain at least one Green Flag Award by the end of financial year 2011-2012

Base position: the Vale currently has no Green Flag Awards. However, the audit identified that around 6 spaces across the Vale, making up 0.6% of multi-functional greenspaces by area, are potentially of Green Flag standard.

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Provide support for at least one District Council officer in order to help him or her become a Green Flag judge	This is the most cost-effective way of getting an insight into how the Awards Scheme works and will provide the District Council with considerable useful "intelligence" to help it prepare and apply for a Green Flag Award	<input type="checkbox"/>													
Identify those spaces that Council wishes to see of Green Flag Standard and the site or sites for which it will seek Green Flag Awards	The suggested initial sites are: <ul style="list-style-type: none"> Abbey Meadows/Gardens, Abingdon Memorial Park, Wantage 	<input type="checkbox"/>													
Identify, plan, cost and programme the improvements needed to bring the selected spaces up to Green Flag standard		<input type="checkbox"/>													
Seek budget approval for the required improvements and progress them		<input type="checkbox"/>													

**Vale of White Horse Greenspace Strategy
Delivery Plan: Issue 1, August 2007**

Long Term Aim 2: Quality and Value: Progressively to improve the number and proportion of spaces of Green Flag standard and the average quality and value of the Vale's greenspaces and outdoor sports facilities

Objective 2.2: To increase the average quality and value audit scores for all forms of greenspace and outdoor sports facilities across the Vale by 5% by the end of financial year 2012-13

Base position: see Appendix A

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Review those spaces and facilities with low audit scores for quality and value and identify those it will be most desirable to enhance	Enhancing the spaces with the lowest scores, provided there is a need to retain them, will inevitably increase the average scores. The priority spaces should be selected in order to try to ensure that all of the Vale's communities will have access to a range of high quality, high value spaces. Some priority areas are already identified in the background report accompanying this strategy	<input type="checkbox"/>					Town and parish councils BTCV, Wildlife Trusts								
Draw up a costed 5-year programme of desirable enhancements to District Council owned spaces and facilities, including increasing biodiversity	The chapters of the strategy reviewing each form of provision identify the main general improvements that will be desirable, such as better signage and the promotion of biodiversity and nature conservation. Note that an increase of 5% in average audit scores does not mean, for example, from 50% to 55% (ie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and parish councils, BBOWT								

**Vale of White Horse Greenspace Strategy
Delivery Plan: Issue 1, August 2007**

Long Term Aim 2: Quality and Value: Progressively to improve the number and proportion of spaces of Green Flag standard and the average quality and value of the Vale's greenspaces and outdoor sports facilities

Objective 2.3: To foster and deliver cost effective and consistently high standards of greenspace and outdoor sports facility management and maintenance

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Work with the Town and Parish Councils to prepare a Vale-wide specification for the maintenance of greenspaces and outdoor sports facilities		<input type="checkbox"/>					Town and Parish Councils								
Adopt the Vale-wide specification when grounds maintenance contracts are renewed		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils								
Review the success of the initial round of new maintenance contracts to ensure they are delivering high quality spaces and facilities and amend them as necessary before using them in other areas		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils								

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Long Term Aim 2: Quality and Value: Progressively to improve the number and proportion of spaces of Green Flag standard and the average quality and value of the Vale's greenspaces and outdoor sports facilities

Objective 2.4: To foster and deliver consistently high standards in the design of greenspaces and outdoor sports facilities across the Vale

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer			
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals		
Adopt the quality standards suggested in this strategy for District-Council owned spaces, and persuade the town and parish councils also to adopt them for those spaces managed by them	This will help to ensure consistent standards of design and foster a partnership with the town and parish councils	<input type="checkbox"/>					Town and Parish Councils									
Require developers to follow the quality standards for any new spaces or facilities they provide or fund		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Developers									
Review the applicability of the quality standards annually, for example in the light of climate change, and update them as and when necessary		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
Make the District Council's landscape design team available, at cost, to the Town and Parish Councils and local community groups to help them enhance spaces and facilities	This will also help to ensure consistent standards of design and emphasise how important the District Council regards both a partnership with the town and parish councils and the enhancement of spaces and facilities. It will also allow the landscape team to generate income. If this form of support for town and parish councils is successful, there may be a need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils, local community groups, BBOWT and Oxford Preservation Trust									

Monitor the achievement of the objective	to strengthen the landscape team, but this could be self-financing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	This can be done using the Vale Voice panel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Long Term Aim 3: Climate Change: To mitigate the effects of climate change through the appropriate design and management of the Vale's greenspaces and sports facilities

Objective 3.1: To develop and implement a long term programme of changes to the Vale's greenspaces that will mitigate the impact of climate change on the Vale's communities, flora and fauna

Base position: to be identified

Tasks	Comments/notes	Action in					Key partners	Budget implications					Totals	Lead officer	
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13			
Monitor the condition of the Vale's greenspaces and outdoor sports facilities in relation to the risks and potential impacts identified by UKCIP and plan and undertake such actions as may be necessary to ensure the Vale's greenspaces and outdoor sports facilities remain in a good condition and promote biodiversity	This will entail, for example, monitoring the condition of trees and other vegetation; reviewing the range of sensible species for inclusion in new greenspaces and monitoring the extent to which grass sports pitches and bowling greens are unplayable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils BBOWT Local community groups								
Monitor the continuing appropriateness of the quality standards and amend them as and when necessary		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Council								
Ensure that local communities are kept informed of why changes to greenspace are made	Many people will criticise or oppose change, almost on principle. There is likely to be a need to explain specific initiatives: eg managing spaces in order to enhance nature conservation is not the same as neglecting them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils BBOWT Local community groups								
Maximise the connections	With climate change, the effects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	County Council,								

<p>between and accessibility of greenspaces and outdoor sports facilities by walking and cycling</p>	<p>of traffic pollution will become more obvious. Therefore it makes sense to encourage as many users as possible to walk to greenspaces and outdoor sports facilities.</p>							<p>especially through the Local Transport Plan; Town and Parish Councils</p>							
<p>Monitor the achievement of the objective</p>	<p>This can be done by noting the number of trees or shrubs that have to be replaced each year and through user surveys at major sports facilities</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								

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Long Term Aim 3: Climate Change: To mitigate the effects of climate change through the appropriate design and management of the Vale's greenspaces and sports facilities

Objective 3.2: To reduce the carbon footprint of the Vale's indoor sports facilities

Base position: to be identified

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer	
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals
Implement the Councils Climate Change Strategy insofar as it relates to sports and leisure facilities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vale Energy Team							
Establish the current energy use and performance of the Vale's indoor sports and leisure facilities	This will provide the base position for monitoring achievement of the objective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Vale Energy Team							
Compare energy consumption per square meter the Vale's different facilities in order to determine which facilities should be the priority for energy reduction measures	Total energy consumption is fairly meaningless unless it is related to floor area. This also allow direct comparison of different facilities of the same broad type eg Wantage and Faringdon Leisure Centres		<input type="checkbox"/>		<input type="checkbox"/>		Vale Energy Team							
With the Vale Energy team, review operating temperatures and all operating procedures that may affect energy consumption against industry standards		<input type="checkbox"/>		<input type="checkbox"/>			Vale Energy Team							
Introduce "low tech" initiatives that will reduce energy consumption as they can	For example, simple "good housekeeping" measures can sometimes reduce energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vale Energy Team							

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Long Term Aim 4: Planning Policy: To use planning policy to help deliver the vision

Objective 4.1: To ensure that all new residential developments contribute appropriately to the provision or enhancement of greenspaces and sport and recreation facilities

Tasks	Comments/notes	Action in					Key partners	Budget implications					Totals	Lead officer	
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13			
Adopt the provision standards suggested in this strategy and related background report and set them out in a Supplementary Planning Document	These standards cover quality (including biodiversity), quantity and accessibility														
Adopt a planning policy that will allow the District Council to seek contributions from single dwelling developments	X single dwelling developments have the same overall impact as one development of X dwellings		<input type="checkbox"/>	*											
Identify the number of residential developments likely to be progressed over the next five years	This information should be available from the work leading up the Vale's Local Development Framework	<input type="checkbox"/>													
Calculate the potential level of developer contributions from these developments for all forms of provision		<input type="checkbox"/>													
Where appropriate, consider "forward funding" community infrastructure using the District Council's capital programme and then recover the capital cost through developer contributions	Paragraph B23 of ODPM (now DCLG) Circular 5/2005, Planning Obligations, allows local authorities to forward fund infrastructure and seek contributions towards the cost from developments that come forward later, provided the need for contributions is clearly set out in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

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Long Term Aim 4: Planning Policy: To use planning policy to help deliver the vision

Objective 4.2: To promote the development of "child-friendly" greenspaces and appropriate provision for teenagers in addition to children's equipped play areas

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer			
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals		
Require developers of residential developments that do not require on-site provision: (a) to help implement the District Council's play strategy (b) to contribute to the costs of making greenspaces in and around their developments "child-friendly" and designed to encourage play in natural surroundings; and (c) to contribute towards the cost of appropriate provision for teenagers		<input type="checkbox"/> *	<input type="checkbox"/> *													
Adopt a planning policy for major sites that requires developers (a) to help implement the District Council's play strategy (b) to make any new greenspaces "child-friendly" and designed to encourage play in natural surroundings; and (c) to make or fund appropriate	The District Council will have to work within its existing policy until its first LDF development control policies are in place. However, it should seek to persuade developers to take an alternative approach that is consistent with this strategy and the Council's emerging play strategy.	<input type="checkbox"/> *		<input type="checkbox"/> *												

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Long Term Aim 5: Use of the Vale’s Greenspaces and Outdoor Sports Facilities: Actively to promote the use of the Vale’s greenspaces and outdoor sports facilities

Objective 5.1: To develop a programme of community events and activities in the Vale’s District-wide greenspaces and facilities, in partnership with the town and parish councils and appropriate local organisations such as Lions Clubs, youth groups, schools and charities

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Work with the relevant Town or Parish Council to review the suitability of these spaces for community events and plan and deliver any improvements needed	Suitability will depend on things like ease of road and pedestrian access, disabled accessibility and parking	<input type="checkbox"/>	<input type="checkbox"/>				Town and Parish Councils								
Work with the relevant town or Parish Council and appropriate local organisations to develop and deliver a programme of community events	These events will be an excellent opportunity to promote community involvement in local greenspaces and provide information and publicity for progress with implementing the strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town and Parish Councils Local groups Charities Vale Sports Development Team								
Monitor the achievement of the objective	This can be done through the Vale Voice panel and by keeping a record of events and the approximate number of people attending them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

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Long Term Aim 6: Capital Funding: Constantly to seek to maximise investment in the Vale’s greenspaces from sources other than the District Council

Objective 6.1: To develop and seek external funding for specific projects that will help to deliver the vision

Tasks	Comments/notes	Action in					Key partners	Budget implications						Lead officer	
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13	Totals		
Monitor the various sources of external funding to identify opportunities for the Vale to benefit from them	This monitoring should cover all forms of external funding and not only those sources willing to accept applications from local authorities. The District Council will then be in a position to advise and help local communities access funding. There is a listing of resources for parks in the community section at www.green-space.org.uk .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
Monitor the achievement of the objective	This can be done by keeping a record of all external funding achieved by the Vale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

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Long Term Aim 6: Capital Funding: Constantly to seek to maximise investment in the Vale’s greenspaces from sources other than the District Council

Objective 6.2: To re-invest the proceeds arising from any disposals of existing greenspaces or sports facilities in other spaces or facilities in the same general area as the space(s) or facilities lost

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Make a policy decision to re-invest the proceeds of any disposal of poorly used and low quality, low value spaces in the same community as the spaces that will be lost	The greatest opposition to any proposals to develop or otherwise dispose of a greenspace or sports facility arises when the local community will see no direct benefit	<input type="checkbox"/>					Town and Parish Councils								
Initiative discussion with local communities and the relevant Town or Parish Council whenever there is a possibility of the loss of an existing greenspace															
Monitor the achievement of the objective	This can be done using the Council's financial records, supplemented by information from the Town and Parish Councils	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

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Long Term Aim 7: Revenue Funding: To ensure adequate guaranteed long term revenue funding for management and maintenance

Objective 7.1: To ensure that the District Council's revenue funding of greenspace management and maintenance is sufficient to deliver continuous steady improvement in the quality and value of those spaces and facilities managed by the Council and thereby set the standard for other providers to emulate

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer			
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals		
Identify the resources needed to deliver Objectives 2.2 and 2.4 and make the case for them		<input type="checkbox"/>														
Use any additional resources where they will have the greatest impact, rather than in an "across the board" manner																
Monitor the achievement of the objective	This can be done using updated audit scores as set out under Objective 2.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										

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Long Term Aim 7: Revenue Funding: To ensure adequate guaranteed long term revenue funding for management and maintenance

Objective 7.2: To encourage all providers in the District to allocate sufficient resources to the management and maintenance of greenspaces and facilities to deliver continuous improvement in their quality and value

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Circulate a summary of this strategy to all providers in the District for comment		<input type="checkbox"/>					Town and Parish Councils, County Council, BBOWT, Oxford Preservation Trust, Oxfordshire Nature Conservation Forum, housing associations and other land owners as appropriate								
With those partners willing to "sign up" to the strategy, consider the need for, potential composition and remit of a "Greenspace Partnership" for the Vale	Without some sort of co-ordinating mechanism, it is unlikely that all land owners will sign up to the strategy. Therefore it will be desirable to have some sort of "Vale Greenspace Partnership" as a co-ordinating and persuading mechanism.	<input type="checkbox"/>					As above								
Assuming the District Council's partners agree to the creation of a Vale Greenspace Partnership, review its effectiveness annually and make whatever changes may be needed															
Monitor the achievement of the objective	This can be monitored using audit data, provided the audit is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									

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Long Term Aim 7: Revenue Funding: To ensure adequate guaranteed long term revenue funding for management and maintenance

Objective 7.3: To encourage local communities to become involved in helping to look after greenspaces

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
Publicise this strategy, together with a commitment from the District Council to implement it, and use this as a mechanism for raising the profile of the Vale's greenspaces	Raising the profile of the importance of greenspace provision is a necessary precursor to getting local people involved in spaces on their doorstep, reducing anti-social behaviour and developing local pride. Money spent on unnecessary litter picking or removing graffiti and the effects of vandalism merely maintains the status quo: it does not deliver any long term improvements. In addition, the Government is promoting "localism", in which local people will have more say over the services they want and the way that they want them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
After identifying the spaces and facilities of District-wide significance, and those for which the District Council will seek to make a Green Flag application, create and work with Friends Groups for these spaces.	A Friends group is almost essential for a successful Green Flag application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
With partners (and the Vale Greenspace Partnership, if formed) ways of involving local communities more in local greenspace management and		<input type="checkbox"/>													

maintenance and enabling them to access funding which may not be available to the District Council		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrange regular "voluntary clean ups" at any spaces in which there is a litter problem and publicise the amount of litter collected		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage schools to "adopt a greenspace" and look after it		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor the achievement of the objective	This can be done by keeping a record of the number and membership of Friends and other greenspace-related local groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Long Term Aim 7: Revenue Funding: To ensure adequate guaranteed long term revenue funding for management and maintenance

Objective 7.4: To reduce the revenue cost to the District Council of the Vale's indoor sports facilities

Tasks	Comments/notes	Action in					Key partners	Budget implications					Lead officer		
		2008-9	2009-10	2010-11	2011-12	2012-13		2008-9	2009-10	2010-11	2011-12	2012-13		Totals	
In partnership with the District Council's leisure management contractors, review the operation of each of the District's indoor sports and leisure facilities to identify ways of driving up income	The most effective of reducing net revenue costs is to increase income. While some limited savings may also be possible, and should not be ignored, the potential for them reduces with every saving that is made and there is a danger that the process becomes one of managing decline.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								
Ensure that prices are set at market rates, with suitable concessions available for those who need them	Research for sportscotland identified that low prices are not nearly as effective in terms of maximising use and income as other measures such as active promotion and clever programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								
Encourage users to become members of the facilities they use and pay by direct debit	This is a proven method of maximising income; it also reduces cash handling which can be time consuming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								
In partnership with the District Council's leisure management contractors, identify ways of generating additional revenue at the Vale's indoor sports facilities, paying particular attention to the potential to benefit from planned housing developments in the District.	Examples of possible initiatives include expanding the fitness area at the Wantage Leisure Centre, covering additional courts or providing additional dance studios at the White Horse Tennis and Leisure Centre	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	Leisure management contractors								

Prepare the business case for the identified enhancements, encompassing capital and revenue costs and throughput estimates	It should be possible to part fund some extensions or improvements from a mixture of "spend to save" funding and developer contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								
Investigate ways of forward funding the most desirable and viable projects	Paragraph B23 of ODPM (now DCLG) Circular 5/2005, Planning Obligations, allows local authorities to forward fund infrastructure and seek contributions towards the cost from developments that come forward later, provided the need for contributions is clearly set out in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								
Commission design team to design the proposed alterations or extensions, obtain tenders and progress the proposed works		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leisure management contractors								