

**Centre:** Cranleigh

**Interviewee:** Sean Murphy

**Interviewers:** Denis Leigh, Richard Seaborne, Liz Townsend

**Date:** 20<sup>th</sup> January 2017

Two focus issues today:

- Continuous improvement using Quest, and
- Interaction with Waverley

Question	Response and evidence	
Can you start by describing your own brief as Centre Manager? What is the scope of your role and how much autonomy do you have?	<ul style="list-style-type: none"><li>• Runs the Cranleigh Centre</li><li>• Accountable for HSE compliance</li><li>• Manages centre budget</li><li>• Drives centre growth</li><li>• Manages community relationship</li><li>• Ensures centre supports a wellbeing agenda</li><li>• Oversees timetabling</li></ul>	<ul style="list-style-type: none"><li>• Largely autonomous but supported by:<ul style="list-style-type: none"><li>○ Steve Little</li><li>○ PFP Head Office (Steve Warrener)</li><li>○ Waverley Leisure team</li></ul></li><li>• Planning involves interfacing with Waverley.</li></ul> <p>ACTION: Sean to forward Job Description as evidence.</p>
Can you briefly describe your qualifications and experience relevant to your role?	4 ½ years working for Waverley Contract 4.5 years working for Horsham DC as Fitness Manager at Broadbridge Heath. Worked for Fitness First 2 ½ years managing The Edge centre; rest in Cranleigh. Member of CIMSPA plus on CIMSPA committee Qualified coach in several disciplines. Qualified accountant. <ul style="list-style-type: none"><li>• Not clear if competencies are specified in Waverley-PFP contract</li></ul>	
Can you describe how Quest is used to drive continuous improvement at this centre?	Quest and NPS are used to populate detailed improvement plans. Quest feedback is highly detailed and included items that were outside the manager's remit, so input to development plans is abridged, though still substantial and detailed.	

Who takes the lead on the use of Quest ?	Use of Quest is a Waverley contractual requirement.  Centre Manager takes lead on using Quest material. Progress reviewed monthly by Waverley Contract manager. PFP Area Manager tracks progress.
Who gets involved in responding to Quest ? <i>Site leadership ?</i> <i>Corporate leadership ?</i> <i>Site staff ?</i> <i>Waverley officers ?</i>	Driven by Centre General Manager. Quest report is available to all staff. Actions implemented by Heads of Departments. General staff can become involved when interested.
Can you describe how effective each party is that gets involved in responding to Quest in translating action items into tangible actions ?	Largely driven by Centre General Manager. Copy of action plan, with closed out actions and status notes demonstrates progress.
Can you show us plans that have resulted from Quest and evidence of progress against these plans ?	Cranleigh gym refresh was recommended by Quest and actioned by the centre with new equipment installed and redecoration. Improved spinning offering (Virtual Spin) was recommended and has been followed up with a S106 funds request to support improvement.
How frequently are the plans derived from Quest reviews formally considered ?	Waverley reviews progress against plans derived from Quest on a quarterly basis. Improvement plan is a living document within the Centre.
How effective do you consider the Quest process to be?	Cranleigh LS views Quest to be a key tool. Treated quest as a consultant style improvement tool rather than a management tool or box ticking exercise. Very strong on HSE aspects – effectively a full audit.

<p>Can you identify any barriers to the effective use of Quest ?  <i>Lack of management commitment ?</i>  <i>Lack of time ?</i>  <i>Lack of supporting resources ?</i></p>	<p>Recommendations in Quest to develop the business are hindered by a lack of space in the Centre and on occasion by lack of funding. Absence of a sports hall prevents expansion into team activities such as 5-a-side soccer.</p>
<p>Is Quest the principle continuous improvement tool that you use or does PFP have other assessment tools, and if so can you describe how they are used and how effective they are ?</p>	<p>Quest is the key tool but the NPS (Net Promoter Score) is given a lot of attention and is widely used and valuable as a management tool to gauge customer satisfaction and loyalty.  . Cranleigh has demonstrated good continuous improvement of NPS over recent years.</p>
<p></p>	<p></p>
<p>How often do you, as centre manager, interact with Waverley Officers and what kind of interactions do you have ?</p>	<p>Routine visits from Officers happen alternate weeks.  Fuller management review happens monthly.  Ad hoc interaction is encouraged.</p>
<p>Describe how Waverley officers respond when you identify issues that require Waverley input ? <i>Are responses timely, helpful, informed ?</i></p>	<p>Waverley officers were praised – enthusiastic, informed and responsive.  WBC observations on the Quest reports are fed back to the Centre.</p>
<p>Describe how interested you feel Waverley officers are in the running and performance of your centre ?</p>	<p>Very.  Waverley officers are receptive to comments on future proposals by the Centre and have comprehensive knowledge of the physical state of the facilities.</p>

<p>Are there aspects of the interface between PFP and Waverley that if addressed or improved would make for a more effective management of the centre ?</p>	<p>Nothing obvious. Possible benefits from Member visits.</p>
<p>In managing the Centre, how do you feel in terms of your brand and allegiance ? Do you feel like you are working for PFP, for PFP in Waverley, or for Waverley ?</p>	<p>Very happy. Balance appears about right. Centre is managed by PFP but clear recognition that it is on behalf of Waverley.  On the branding front it was questioned if the term Leisure Centre could be reviewed to bring in more focus on Health and Wellbeing rather than just Leisure.</p>
<p>Are there any burning issues that you would like to bring out to the review team about the relationship between PFP and Waverley that could result in an improved relationship ?</p>	<p>Nothing about the relationship between the Centre and WBC. Lack of space to expand is a big issue but not a contractual relationship matter. Absence of a coherent plan for sport and leisure for Cranleigh also holds back expansion of centre potential. Challenge is to coordinate with Parish Council and Waverley.</p>
<p><b>ACTIONS:</b></p>	<ul style="list-style-type: none"> <li>• Sean to provide copy of job description for Centre General Manager.</li> <li>• Liz and Sean to follow-up on opportunities for improved interaction between Centre and Parish Council – eg use of adjacent PC tennis Courts.</li> <li>• Denis, Richard and Liz to investigate possibility of Waverley office area by main entrance being relinquished to provide much needed storage space. Large Waverley logo on a permanently shut roller blind is not sending out a good message.</li> <li>• What is Waverley's legal position if a user undertakes redress for an injury?</li> </ul>

Centre: Farnham

Interview: Dave Webb, General Manager

Interviewer: Cllr Jerry Hyman

Date: 10 March 2017

Two focus issues today: Continuous improvement using Quest and Interaction with Waverley.

Question	Response and evidence
Can you start by describing your own brief as Centre Manager? What is the scope of your role and how much autonomy do you have?	<p>Dave advised that health and wellbeing was very high on the agenda and looking at how they can help the community in the services that they provided. They were looking particularly at services for promoting health and wellbeing and were delivering new initiatives such as cardiac rehab and a stroke clinic which were a few of many different classes they provided to help people living in the community. People were referred to the leisure centre by the GP but they also actively promoted the classes. They used Kinetica reports to analyse performance and marketed those that were under used. Unfortunately their health and wellbeing officer had recently left but they were looking to recruit a new full time officer as soon as possible to maintain and promote the agenda.</p> <p>Job descriptions across general managers were generic. There was a contract manager and area manager in place who he met with regularly to discuss performance and the business plan for the centre. There was room for growth at the centre but there was competition in close proximity to the centre. They always saw a drop in performance when a new centre opened, it was thought that this was because those centres offered very attractive new member rates but then performance improved after a year as people came back.</p> <p>Around 40% of the membership was students who could use the access to leisure card so membership was only £22 a month, this was a third of the price of some of the other local gyms. The Centre very much had a "family friendly" feel which was appreciated and enjoyed.</p>
Can you briefly describe your qualifications and experience relevant to your role?	Dave had worked for 12 years in the leisure industry. He had started as a life guard and worked his way up completing a number of NVQs as he progressed. He had worked at both the Edge and Godalming and was a Trainer Assessor. He enjoyed working for PfP because of how they supported staff. They were keen to develop and provide training opportunities. They had an apprentice scheme in place where people were offered opportunities for two years. The centre currently had one apprentice and a further apprentice would be starting soon.

- Can you describe how quest is used to drive continuous improvement at this centre?
- Who takes the lead on the use of Quest?
- Who gets involved in responding to Quest?
- Can you describe how effective each part is that gets involved in responding to Quest in translating action items into tangible actions?
- Can you show us plans that have resulted from Quest and evidence into tangible actions?
- Can you show us plans that have resulted from Quest and evidence of progress against these plans?
- How frequently are the plans derived from Quest reviews formally considered?
- How effective do you consider the Quest process to be?
- Can you identify any barriers to the effective use of Quest?
- Is Quest the principle continuous improvement tool that you use or does PfP have other assessment tools, and if so can you describe how they are used and how effective they are?

Dave advised that every General Manager had responsibility for Quest and it was delegated to all Heads of Departments to lead on their particular area. They had an inspection in February and were provisionally rated as “Very Good”. They would receive the final report within 28 days of the inspection. From Quest they put together service improvement plans and as General Manager, he would meet with department leads to discuss these on a monthly basis. They had short, medium and long term actions and they would regularly review these.

Quest was a very useful improvement tool for them to use.

How often do you, as centre manager, interact with Waverley Officers and what kind of interactions do you have?	Dave advised that they had weekly check-ups which resulted in a client report. This would outline where improvements were required. These were carried out with the Deputy Manager and it would make a difference if the checks were varied as they were very thorough and monitored everything. Dave felt that they were very fair and there was consistency across all centres.
Describe how Waverley Officers respond when you identify issues that require Waverley Input?	Officers were understanding if there was an issue as they knew that they would be rectified as soon as possible.
Describe how interested you feel Waverley officers are in the running performance of your centre?	Dave advised that they were very interested. They consistently monitored the centre, provided weekly reports and they worked well in partnership. If performance fell in any area they would be asking questions to ensure they were rectified.
Are there any aspects of the interface between PfP and Waverley that if addressed or improved would	There was a very good relationship between Waverley and PfP. PIC funding was well used to help push initiatives and they actively promoted these through social media and publications of “your

make for a more effective management of the centre?	Waverley”.
In managing the Centre how do you feel in terms of your brand and allegiance?	PfP was also investing a lot of money to improve facilities such as a refurb of the Gym, introducing Les Mills to the spinning room and relaunching the website, as well as the ‘Places Locker’ App.
Are there any burning issues that you would like to bring out to the review team about the relationship between PfP and Waverley that could result in an improved relationship	They would like to be able to expand the centre to provide more facilities such as soft play and a climbing wall but this was all down to space and finances. The new Hart Leisure Centre would have a separate training pool so it was expected that performance may fall for a short time when they opened. There was a very good relationship with Waverley though and they would continue to support and promote the activities at the centre.



**Centre:** Godalming

**Interviewees:** Matt Evans, General Manager  
Daniel Zubiena, Operations Manager

**Interviewers:** Denis Leigh, Richard Seaborne, Liz Townsend

**Date:** 20<sup>th</sup> January 2017

Two focus issues today:

- Continuous improvement using Quest, and
- Interaction with Waverley

Question	Response and evidence
Can you start by describing your own brief as Centre Manager? What is the scope of your role and how much autonomy do you have?	<ul style="list-style-type: none"><li>• ME has full control over staff employment and management of the Centre (building and services). Also, takes ownership of the Improvement Plan.</li><li>• Refers to PfP management for procedural support and corporate services</li> <li>• Local marketing initiatives are subject to and supported by PfP</li><li>• Use Facebook and Twitter to extend reach</li><li>• Introducing a PfP app for all staff and users</li> <li>• Adopted a policy of no waiting lists</li><li>• DZ is the trainer for most services</li></ul>
Can you briefly describe your qualifications and experience relevant to your role?	<ul style="list-style-type: none"><li>• PfP employee for 15 to 16 years</li><li>• Career progression over this period strongly supported by cross leisure disciplines training</li><li>• Worked at 4 different sites within Waverley.</li><li>• Regular and frequent inter-Leisure Centre liaison (all GMs known to each other and exchange experiences)</li></ul>
Can you describe how Quest is used to drive continuous improvement at this centre?	<ul style="list-style-type: none"><li>• Quest is used extensively as an excellent tool towards achieving high standards in policies and procedures.</li><li>• The two year Quest 'cycle' comprises two days of on-site data gathering with a report and is followed up one year later with an update based on a 1-day on-site data gathering.</li></ul>



	<ul style="list-style-type: none"> <li>• Quest produces a Service Improvement Plan points from which are adopted as the Centre feels is required.</li> <li>• Each Quest report is also issued to WBC.</li> </ul>
Who takes the lead on the use of Quest ?	<ul style="list-style-type: none"> <li>• ME takes ownership and distributes widely with the staff and PfP management.</li> <li>• Quest is used positively to enhance the service offerings and to review performance.</li> </ul>
Who gets involved in responding to Quest ? <i>Site leadership ?</i> <i>Corporate leadership ?</i> <i>Site staff ?</i> <i>Waverley officers ?</i>	<ul style="list-style-type: none"> <li>• All these groups are involved in responding.</li> <li>• The responses are discussed as a team with Corporate Leadership available as and when required.</li> <li>• WBC officers closely monitor results and progress</li> </ul>
Can you describe how effective each party is that gets involved in responding to Quest in translating action items into tangible actions ?	
Can you show us plans that have resulted from Quest and evidence of progress against these plans?	Latest report (end 2016) now rates Godalming as 'Excellent', which is the top rating.
How frequently are the plans derived from Quest reviews formally considered ?	Items adopted from the Quest reports into the Centre action plans are considered once per month with management team then with each line manager on a one-to-one basis
How effective do you consider the Quest	Very effective and an essential tool for continuing improvement and monitoring past performance

process to be ?	standards.
Can you identify any barriers to the effective use of Quest ? <i>Lack of management commitment ?</i> <i>Lack of time ?</i> <i>Lack of supporting resources ?</i>	<ul style="list-style-type: none"> <li>• No barriers identified</li> <li>• Assessors vary BUT each assessor completes a 2-day assessment followed by a 1-day assessment after 12 months.</li> <li>• New assessor for the next cycle.</li> <li>• Useful Quest suggestions are discussed amongst the Centre managers to agree implementation.</li> </ul>
Is Quest the principle continuous improvement tool that you use or does PfP have other assessment tools, and if so can you describe how they are used and how effective they are ?	<ul style="list-style-type: none"> <li>• Use the Quest data on a continuous basis.</li> <li>• Net Promoter Score (NPS) data (issued quarterly) are compared and are an important customer feedback mechanism.</li> <li>• Centre nominated for a Flame award</li> </ul>
	<ul style="list-style-type: none"> <li>• PfP company objectives can have a different focus/emphasis compared to WBC management objectives for the Leisure Centre Management Contract.</li> </ul>
How often do you, as centre manager, interact with Waverley Officers and what kind of interactions do you have ?	<ul style="list-style-type: none"> <li>• Informal frequent contact with either WBC visiting staff or telephone or e-mail.</li> <li>• Two-monthly monitoring reports are issued by WBC for discussion. Accepted as a process for ongoing improvement.</li> <li>• Monthly review meetings.</li> </ul>
Describe how Waverley officers respond when you identify issues that require Waverley input ? <i>Are responses timely, helpful, informed ?</i>	<ul style="list-style-type: none"> <li>• WBC staff are rated as 8-9/10</li> <li>• WBC officers are highly leisure-industry knowledgeable</li> <li>• Interested, motivated and helpful</li> <li>• Different WBC and PfP reporting formats.</li> </ul>
Describe how interested you feel Waverley	<ul style="list-style-type: none"> <li>• WBC officers are totally committed to the efficient and effective performance of the Leisure</li> </ul>

officers are in the running and performance of your centre ?	<p>Centre that fully serves the related needs of the community</p> <ul style="list-style-type: none"> <li>• Because WBC officers are knowledgeable there is a common language with the Leisure Centre staff</li> </ul>
Are there aspects of the interface between Pfp and Waverley that if addressed or improved would make for a more effective management of the centre ?	<ul style="list-style-type: none"> <li>• There are 'little tensions' from time to time with the importance of the WBC observations including recurring items that are beyond the remit/control of the LC management team?</li> <li>• WBC are reviewing their 'rectification system' tool</li> </ul>
In managing the Centre, how do you feel in terms of your brand and allegiance ? Do you feel like you are working for Pfp, for Pfp in Waverley, or for Waverley ?	<ul style="list-style-type: none"> <li>• ME's prime focus is to the site and his team</li> <li>• Pride in the Centre and how it is viewed by users who are able to give feedback either verbally or by completing a customer feedback form or by giving on-line comment</li> </ul>
Are there any burning issues that you would like to bring out to the review team about the relationship between Pfp and Waverley that could result in an improved relationship ?	<ul style="list-style-type: none"> <li>• The Centre has been open for nearly 5yrs and the 70 parking spaces are seriously limiting the use and growth potential of the facilities. Some memberships have been cancelled. 20 staff use the car park. Overspill parking is a source of irritation to local residents. The centre is not served by a bus service.</li> <li>• More space would be useful for developing the service offerings.</li> <li>• Difficult to recruit good staff</li> <li>• High staff turnover, but not uncommon in leisure industry.</li> <li>• Biomass boiler is very expensive to run with R&amp;M budget £15k overspent. Regularly breaks down. No tracking of the environmental benefit – this might offset the concern about high cost and limited efficiency.</li> </ul>

REVIEWER: Christiaan Hesse

REVIEWEE: Ben Horne

DATE: 30 Jan 2017

APPOINTMENT: PfP General Manager, The Edge, Haslemere

CANDIDATE QUESTIONS: PfP Facilities Managers		VERIFIABLE OBJECTIVE EVIDENCE		NOTES
		REQUESTED	SEEN (Y/N)	
1	Can you start be describing your own brief as Centre Manager?	Reference should be made to: <ul style="list-style-type: none"> <li>• Role within the organisational structure</li> <li>• Endorsed 'Role and Responsibilities'</li> <li>• Formal competencies</li> </ul>	 Y Y Y	The General Manager, Ben Horne Ben reports to Steve Little, the Waverley Contract Manager.  The centre is shared with Woolmer Hill School, for which there is a reporting line to Surrey County Council although in practice the Surrey budget management and decision making process is fully delegated to WBC on SCC's behalf. There is no conflict or double-tasking resulting from this arrangement, which works smoothly.  Mr Horne's' role and responsibilities are clearly defined, mapped to specific competencies and monitored by PfP line management and HR.
2	What is the scope of your role and how much autonomy do you have?	As described on web-site, 30 Jan 17: <a href="http://www.placesforpeopleleisure.org/centres/edge-the/">http://www.placesforpeopleleisure.org/centres/edge-the/</a>	          Y	Mr Horne has sole responsibility for all day-to-day management decisions, maintenance and H&S management encompassing all activities conducted within the 'red-line boundary' of the site. It is noted this does not include the car park, although PfP do keep this clean and carry out line painting at no cost to WBC.  Mr Horne is responsible for the efficient and safe delivery of the full range of sport and leisure activities, facilities and equipment. This ranges from field sports, rugby, football and hockey, racquet sports, including tennis, basketball, netball, table tennis and badminton, indoor sports, including trampolining, a limited gym facility, linked to GP referrals, and 50+/Senior Sports Club.
3	Can you briefly describe your qualifications and experience relevant to your role?	QUALIFICATIONS:  Degree: Sport and Leisure Management  Certificates of training: IOSH, Trainee Assessor Award (1st Aid), PfP in-house	    N  N	Shown to PfP as part of recruitment process  PfP run own P-Dev courses that exceed statutory requirements.  ANALYSIS: Mr Horne appears to be an intelligent, energetic, experienced and qualified professional leisure manager.

PFP GENERAL MANAGERS-1

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CANDIDATE QUESTIONS: PFP Facilities Managers		VERIFIABLE OBJECTIVE EVIDENCE		NOTES
		REQUESTED	SEEN (Y/N)	
		management training modules.  EXPERIENCE: Cranleigh LC, Duty Manager (7-yrs) Godalming LC, Ops Manager (2-yrs) The Edge LC, General Manager (appointed Sep 2016)		
4	Can you describe how Quest is used to drive continuous improvement at this centre?	QUEST Assessment Report QUEST Directional Review	Y Y	QUEST runs a structured review process, with a biennial Assessment Report followed 12-months later with an interim Directional Review to track change. QUEST is very much part of PFPs management culture. Mr Horne values QUEST as it gives him 'a chance to show off his management skills and ability to the industry-leading award body'.
5	Who takes the lead on the use of Quest?	Mr Horne	N	Mr Horne is responsible for analysing and assessing QUEST reports and plan what and how to implement recommendations that he judges to be appropriate for The Edge LC.  Mr Little is accountable for overall effective implementation of QUEST recommendations and oversees/guides Mr Horne's analysis and implementation but does not direct.
6	Who gets involved in responding to Quest?	No QUEST business process documentation requested by interviewer  Monthly Team Meeting: record of meeting	N  Y	This is a collaborative process between Mr Horne and Mr Little, see (5) above.  Mr Horne also takes observations and input from his staff specifically related to QUEST assessments and recommendations at his monthly staff meeting. This is a key element Mr Hornes' continual service improvement specifically for The Edge and feeds into PFPs wider-continual service improvement planning.
7	Can you describe how effective each party is	Monthly Team Meeting: record	Y	This appears to be highly effective, with opportunities for input across

## PFP GENERAL MANAGERS-2

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CANDIDATE QUESTIONS: PfP Facilities Managers		VERIFIABLE OBJECTIVE EVIDENCE		NOTES
		REQUESTED	SEEN (Y/N)	
	that gets involved in responding to Quest in translating action items into tangible actions?	of meeting Service Improvement Plan (noting that responsibility for carrying out specific objectives and tasks seemed to be clearly allocated individuals with, in most cases, stated delivery dates).	Y	all levels of direct management and operations delivery.
8	Can you show us plans that have resulted from Quest and evidence of progress against these plans?	Service Improvement Plan (noting that responsibility for carrying out specific objectives and tasks seemed to be clearly allocated individuals with, in most cases, stated delivery dates).	Y	ACTION 1: New courts marked out for new type of indoor hockey. ACTION 2: New initiative for Dementia Friendly Swimming.
9	How frequently are the plans derived from Quest reviews formally considered?	Monthly Team Meeting (it's a standing agenda item)	Y	Considered at least monthly but is 'never forgotten'. Continual improvement and implementation of insights is very much part of the PfP culture.  NOTE: The Edge is assessed on 12 modules: 8 x core plus 4 x elected modules. Elected modules chosen by Mr Horne for The Edge are: Safeguarding, Sales and Retention, Planning and Improvement and H&S Management.
10	How effective do you consider the Quest process to be?	N/A	N	QUEST is highly effective. Its most useful output is the Directional Review that is a mainstay of his Service Improvement Plan.  The Edge was assessed by QUEST as SATISFACTORY in 2015, has now achieved GOOD and Mr Horne aims to achieve EXCELLENT in 2017.
11	Can you identify any barriers to the effective use of Quest?	N/A	N	Nil identified.  WBC Sally Seymour is a former QUEST assessor so is well positioned

**PFP GENERAL MANAGERS-3**

**OFFICIAL**



CANDIDATE QUESTIONS: PfP Facilities Managers		VERIFIABLE OBJECTIVE EVIDENCE		NOTES
		REQUESTED	SEEN (Y/N)	
				to assess PfP performance against the QUEST methodology and tools.
12	Is Quest the principle continuous improvement tool that you use or does PfP have other assessment tools, and if so can you describe how they are used and how effective they are?	Service Improvement Plan	Y	The QUEST Assessment Report and Directional Review are the principal external tools used to inform PfPs internal Service Improvement Plans.  NOTE: the PfP Service Improvement Plans shown to me is structured as an ISSUE REGISTER and, as such, seems to be a clear and comprehensive document that can enable effective capture of what needs to be done as well as monitor what decisive actions have been taken and with what effect.
13	How often do you, as centre manager, interact with Waverley Officers and what kind of interactions do you have?	A result of the Monthly meeting is PfPs current follow up to develop Dementia Friendly Swimming. WBC Sally Seymour is believed to be compiling a report based on PfPs responses.	Y	Weekly: 1Hr monitoring meeting, held at The Edge, with Sally or Emma (WBC). This is most usually unscheduled and normally consists of a 'surprise' walk-round to check cleanliness, general maintenance, staffing levels. This is reinforced by 'mystery' emails/telephone calls to monitor quality of staff response.  Monthly: Stocktake of KPIs, held centrally with all WBC LC General Managers and WBC management (Tamsin or Kelvin, plus Sally, Emma and Nick Lake). WBC records these meetings and copies are not held at The Edge.
14	Describe how Waverley officers respond when you identify issues that require Waverley input?	N/A	N	Mr Horne finds WBC Officers to be responsive, timely, positive and helpful.  There have been no issues to resolve during Mr Horne's tenure.
15	Describe how interested you feel Waverley officers are in the running and performance of your centre?	N/A	N	Mr Horne finds WBC Officers engaged but not intrusive or disruptive. Their activities help Mr Horne's' management processes and outcomes.
16	Are there aspects of the interface between PfP and Waverley that if	N/A	N	All working well – no improvements identified.

PFP GENERAL MANAGERS-4

OFFICIAL



CANDIDATE QUESTIONS: PfP Facilities Managers		VERIFIABLE OBJECTIVE EVIDENCE		NOTES
		REQUESTED	SEEN (Y/N)	
	addressed or improved would make for a more effective management of the centre?			
17	In managing the Centre, how do you feel in terms of your brand and allegiance?	N/A	N	<p>Mr Horne feels he is a PfP professional manager first and foremost, cognizant of the relationship with WBC and the need to provide Waverley with value for money (VfM).</p> <p>He is Waverley brand-neutral, and WBCs presence at this facility is, for all practical purposes, nil. The single freestanding notice board is all but unreadable (small type) and there is nothing that gives an obvious clue that WBC is part of or can be accessed via anyone or anything at The Edge.</p> <p>The Edge is focused on providing a wide range of sports and leisure activities and this it seems to be doing effectively without obvious linkage or dependency on a WBC 'draw' or offering.</p>
18	Are there any burning issues that you would like to bring out to the review team about the relationship between PfP and Waverley that could result in an improved relationship?	Discussion only.	N	<p>The relationship is extremely positive with constant input and feedback between himself and WBC staff that feeds CI.</p> <p>Considerations for the future included:</p> <ul style="list-style-type: none"> <li>• A 3<sup>rd</sup> artificial pitch (3G) is needed to allow The Edge to meet modern expectations. Mr Horne understands a funding line has been identified in next years' budget.</li> <li>• The Edge is operating approximately at capacity and has limited ability to accept more activities or greater numbers of users, although I was not made aware of any considerations to expand the site's footprint other than the additional artificial pitch described above.</li> <li>• The Edge is entirely distinct from and complimentary to The Herons, having a different customer base, that is typically the more elderly who prefer the less hectic environment, Woolmer Hill School, who conduct all their field and indoor sports activities here and for which WBCs contract with PfP is effectively subsidised by</li> </ul>

PfP GENERAL MANAGERS-5

OFFICIAL

CANDIDATE QUESTIONS: PfP Facilities Managers	VERIFIABLE OBJECTIVE EVIDENCE		NOTES
	REQUESTED	SEEN (Y/N)	
			SCC, and the 15 clubs who use The Edge for their activities. It is also used for social and occasional events such as the local election count. With both facilities running at near capacity, there is no reason to think that either poses a risk or unproductive competition to the other.

ANALYSIS 1: The facility, in the opinion of this reviewer, is not of the same standard as the flagship LC at The Herons – and nor does it probably need to be given that it’s critical customer group seems to be Woolmer Hill School (WHS) – who would still need access to funds and facilities for their sports requirements even if The Edge was not marketed as a LC. It seems therefore that PfPs activities provide a very welcome way to maximise use of this facility beyond the needs of WHS and reduce the total fiscal burden that WBC might otherwise have.

As such, it seems that a business case would assess the cost/benefit relationship of The Edge that go beyond what might be considered regarding Waverley’s other LCs. This should be confirmed with the WBC leisure management before any assessment of VfM is undertaken. Clarification of it’s current offering and VfM proposition is needed as well as understanding of future opportunities for change/enhanced VfM.

ACTION 1a: confirm the degree to which The Edge meets or exceeds mandatory requirements (that is, does it have to be as good as it is?).

ACTION 1b: confirm total SCC funding that flows down to WBC/The Edge.

ACTION 1c: confirm the total cost to WBC of running this facility if PfP were not involved.

ACTION 1d: seek trend analysis of usage since 2010 (if available) and future likely utilisation/expansion (or contraction) needs in order to understand PfP/WBC vision and objectives for the Edge.

ANALYSIS 2: As an operation, The Edge appears to be very tautly run with an engaged, competent and energetic General Manager who recognises, values and applies PfP policies as reflected in QUEST and WBC monitoring reports. Relations with WBC seem to be outstanding.

ACTION 2a: confirm WBC monitoring reports provide evidence of consistency with this statement.

**PFP GENERAL MANAGERS-6**

**OFFICIAL**

ACTION 2b: confirm available feedback from consumers: WHS and Clubs which use The Edge to provide evidence of consistency with this statement.

ANALYSIS 3: Branding is fairly neutral both for PfP and WBC. Again, this may reflect the subtly different needs of its primary customer base and the marketing mix needed to reach its target consumers.

ACTION 3: discuss branding options and costs with Steve Little, PfP Waverley Contract Manager, and Kelvin Mills, WBC HoS.

CONCLUSION: subject to completing the actions described above, this seems to be a mature operation that is well run and performing well.

**Location:** Godalming Leisure Centre

**Interviewee:** Steve Little – Places for People

**Interviewers:** Denis Leigh, Christiaan Hesse

**Date:** 1<sup>st</sup> February 2017

**Objectives:**

- HR function and its organisation in PfP
- To assess whether HR is determined by the Leisure Centre Management Contract or by the PfP company approach

Question	Response	Evidence
The Organisation?	<ul style="list-style-type: none"><li>• Places for People acquired DCL Holdings Ltd, the holding company of DC Leisure Management Ltd in 2012 and all staff were transferred under The Transfer of Undertakings - Protection of Employment (TUPE) procedure.</li><li>• PfP utilises the Proactis quality management system</li></ul>	SL confirmed that all staff employed prior to 2012 had been transferred under the same terms and conditions applying with their previous employer  Demonstrated a range of personnel modules
Recruitment & Management?	The Proactis management system is available to each Centre Manager and the Line Managers. Each document has a revision date to ensure currency.	Demonstrated a range of available documentation covering 23 areas including: <ul style="list-style-type: none"><li>• Recruitment policies &amp; procedures</li><li>• Disciplinary policies &amp; procedures</li><li>• Absentee management</li></ul>

Question	Response	Evidence
HR Support?	<ul style="list-style-type: none"> <li>• Capita HR used as external advisors</li> <li>• Lifetime Training Group courses including:               <ul style="list-style-type: none"> <li>○ apprentice programmes</li> <li>○ boot camp &amp; circuits course</li> <li>○ personal trainer</li> <li>○ group studio cycling</li> <li>○ advanced fitness testing</li> </ul> </li> </ul>	Lifetime documentation: <ul style="list-style-type: none"> <li>• Your next steps to a great career progress chart</li> <li>• Team Leading Level 2 qualification</li> <li>• Sales Level 2 qualification</li> <li>• Leadership &amp; Management Level 3 qualification</li> <li>• Customer Service Level 2 qualification</li> <li>• Management – Operations Level 3 Diploma</li> <li>• Management – Customer Management Level 3 Diploma</li> <li>• Management – Learning &amp; Development Level 3 Diploma</li> </ul>
Types of Employment?	<ul style="list-style-type: none"> <li>• A mix of part-time and full-time jobs that enable the company to manage individual requirements (e.g., holidays, parenting)</li> <li>• Students on a part-time basis prior to College/University courses with the opportunities to gain some qualifications and work experiences that are required throughout the country.</li> <li>• Young adults across a wide range of disciplines/services</li> </ul>	Job Description for a Life Guard

Question	Response	Evidence
'Good quality' staff recruitment difficulties?	<ul style="list-style-type: none"> <li>• Participate in careers exhibitions</li> <li>• Careers talks in schools</li> <li>• Defined career paths</li> <li>• Rising Stars Programme</li> <li>• Aspiring Internal Managers Scheme (AIMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Training Plan 2016/17 – Managers Modules</li> <li>• Safety Year Planner 2017/18</li> <li>• PfP Leisure Safety Landscape               <ul style="list-style-type: none"> <li>○ Plan</li> <li>○ Do</li> <li>○ Check</li> <li>○ Act</li> </ul> </li> <li>• Operations Career Path</li> <li>• Fitness Career Path</li> </ul>
HR assistance by WBC?	<ul style="list-style-type: none"> <li>• Recruitment advertising through social media and website when requested by PfP to overcome recruitment difficulties</li> <li>• PfP notify all major staff changes to the WBC Leisure Team</li> </ul>	

The HR function is well developed, controlled and available to all Managers. It provides career paths for all staff if interested. It offers high quality training modules to ensure improving competency in each job. There is a relationship with WBC where Officers are kept informed of key position changes and can offer recruitment support.

Is the HR function in any way specified in the Leisure Centre Management Contract?

The success of any future Management Contract will be significantly influenced by the same high quality HR culture as displayed by PfP.

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**REVIEWERS:** Wyatt Ramsdale, Richard Seaborne, Nick Williams

**REVIEWEE:** Malcolm Bookham

**DATE:** 3<sup>rd</sup> March 2017

**APPOINTMENT:** WBC – Senior Accountant

**PERFORMANCE AREA:** Commercial & Finance

Focus issues:

- Depth of Waverley commercial and financial understanding of the leisure market, PfP's health, Pfp's performance for Waverley and the performance of individual leisure centres.
- Level of access to Pfp books
- Effectiveness of the finance team's input to the management of the Pfp contract

Question	Response and evidence
<p>Please describe the role you undertake with respect to the Leisure Centre Management contract with Pfp, splitting your response into commercial and financial aspects.</p>	<ul style="list-style-type: none"><li>• Commercial: Malcolm had been part of the party who put together the contract; he was involved in the negotiation, consultancy and advice regarding the tender for the contract and had negotiated with DC Leisure who operated Farnham Sports Centre. This resulted in DC Leisure being awarded the contract for the five leisure centres for 15 years. Malcolm had also been part of the group meeting with the contractor for monthly reviews and quarterly meetings with the directors. Following a change in Malcolm's working pattern in 2013, another accountant took over this role however they had recently left the council and so Malcolm was monitoring this in the interim.</li></ul> <p>In terms of financial standing, checks with Companies House had been done on DC Leisure at the start of the contract, and again when Pfp took on the contract. Graeme Clark had some further dealings with directors at Pfp. There was no continual assessment of financial standing, but occasional reviews, so there was a risk in the event that Pfp ceased trading. However Pfp were a large, nationwide company and in addition to this the Council held a £100k bond to cover the cost of putting a new contractor in place, and so this money could be drawn upon if needed.</p> <ul style="list-style-type: none"><li>• Financial: Malcolm's role was to compile the budget for the contract; he was involved in the management fee</li></ul>

	negotiation and continued with regular budget monitoring until 2013. The Council received management accounts on a monthly basis; some income was generated from the contract as the Council received a 50% profit share over a certain level although this was not easily forecastable due to the nature of the business.
With respect to this role would you quickly describe your relevant qualifications and experience.	Malcolm's had started his career at Guildford Borough Council and moved to Waverley in the early 90s working with the contract services group. His background was therefore in contract management and had seen him move from the contractor side to the client side.
Describe the processes you use to measure and assess the commercial and financial performance of PfP, again splitting the response into commercial and financial aspects.  What, if any, formal Waverley procedures govern the way in which you track PFP's commercial and financial performance, and are there opportunities to improve these procedures ?	<ul style="list-style-type: none"> <li>• Commercial: Another accountant performed the credit checks and financial viability assessments at the stage of the contract being awarded. Malcolm had been involved in the evaluation of the tenders for the contract, taking on board advice from other areas within the council such as internal audit.</li> </ul> <p>In regard to industry benchmarking, Malcolm stated that PFP as a whole was very profitable. Occasionally the leisure centres' performance was compared with other local councils; however this was very difficult as Waverley's leisure centres operated in diverse ways, for example, one centre was a trust and another was a dual use facility. Occasionally the council would look eternally if there was a specific issue to be addressed. This would normally be done by Kelvin Mills at joint officer groups. It was more common to compare Waverley's leisure centres to each other to see where improvements could be made. Additionally, Malcolm stated that certain statistics were available via CIPFA and via Surrey wide officer groups.</p> <ul style="list-style-type: none"> <li>• Financial: The Council received accounts from PFP on a monthly basis and also held monthly client meetings to ask questions of the contract manager. Malcolm didn't currently attend the meetings but could ask for questions to be raised and also received the minutes. He would analyse the accounts using normal processes to identify areas including profit share.</li> </ul>
Please list: a) The PFP financial and commercial material that you have access to under the contract; and b) The commercial and financial material that you actually use to	<ul style="list-style-type: none"> <li>• Contractual The Council received accounts for the whole contract and also audited accounts at year end. Through the contract, the council was entitled to ask PFP for any additional documents as long as they remained confidential.</li> <li>• Actual</li> </ul>

<p>derive a picture of PFP's performance.</p>	<p>Typical additional information requested included energy costs, as the contract included a clause to vary energy prices; and information regarding staffing, particularly lifeguarding.</p>
<p>Describe the outputs that you generate to describe the PFP commercial and financial format.</p> <ul style="list-style-type: none"> <li>• How frequently are the generated ?</li> <li>• Who are they given to ?</li> <li>• To the best of your knowledge who uses them?</li> </ul>	<p>Malcolm regularly updated Graeme Clark and Kelvin Mills with details of Waverley's profit share. In addition to this, regular budget monitoring meetings were also held. A standard set of papers were produced for this purpose using a template devised by Peter Vickers.</p>
<p>What measures exist in Waverley to manage commercial and financial risk associated with this contract ?</p> <p>How effective do you think they are ?</p> <p>Give an example where an identified risk area has given concern and has been managed within the contract.</p>	<p>Malcolm explained that the council maintained risk registers and a thorough risk analysis was carried out on all contracts. The accounts were monitored on a monthly basis, and while there were no specific thresholds to identify potential issues, the accountants would use their judgment and monitor trends; they would then be able to identify any potential problems based on this information. In addition to the accounts, it was noted that the Leisure team worked very closely with the leisure centres and therefore would be identify any performance issues (there was also a charge for any defaults on the contract). Through capital investment in the leisure centres, an £850k payment at the start of the contract had become a £350k profit for the Council.</p> <p>In regard to issues that had arisen in the past, Malcolm stated that the Council had identified a possibility that DC Leisure could benefit from Business Rate Relief if it structured in a certain way; Waverley encouraged this as this it resulted in the council paying a lower management fee as DC Leisure had greater profits as a result of this arrangement.</p> <p>Malcolm added that any risk was significantly mitigated by the bond mentioned earlier.</p>
<p>What input do you have to the annual service plans for the Leisure team ?</p>	<p>Malcolm had no direct input in the development of the service plan as he was not the accountant for Leisure at that time. He explained that the person in the role would have been looking to see what changes were being planned. They would have looked at any capital schemes that had been identified and produce models to justify the forecast returns.</p>

	<p>If there were any changes to the service plans then there was the potential for a change to the budget, however Malcolm was confident that the service plans were consistent with the budgets.</p> <p>It was noted that new initiatives such as GP referrals and the health and wellbeing agenda were negotiated with the contractor and introduced, however these tended to be cost-neutral as the leisure centres received additional visitors in return for putting on these additional courses. Therefore, although the Council wasn't able to simply impose new costs on the contractor, they were generally willing to take on these responsibilities as they were mutually beneficial.</p>
<p>What trends to you track with respect to:</p> <ul style="list-style-type: none"> <li>a) The commercial aspects of the leisure market ?</li> <li>b) The commercial and financial performance of PFP ?</li> <li>c) The overall commercial and financial performance of the contract with Waverley ?</li> <li>d) The individual performance of each of the leisure centres ?</li> </ul> <p>Are there any trends that give you concern ?</p>	<ul style="list-style-type: none"> <li>a) General trends in health and fitness were tracked, identifying the popularity of service such as gyms, soft play, children's parties and wellbeing.</li> <li>b) There was minimal monitoring of PFP as a whole, due to it being a diverse, nationwide company. Reviews would be undertaken if potential issues were identified.</li> <li>c) Generally, a year on year analysis was carried out in relation to the overall commercial and financial performance of the contract. Various statistics were recorded, such as number of visitors, and other generic performance statistics were monitored by Kelvin Mills. The Council was able to monitor income from sales, VAT advantages that contribute to PFP's cost savings, and encourage cost saving measures (such as the rate relief example above).</li> <li>d) Currently, most scrutiny was given to the performance of the Edge and Cranleigh Leisure Centres, as these were the ones that cost the Council money (having had less capital investment). There was a possibility to revisit the way the Edge was structured in regard to the dual use as SCC didn't contribute to the monitoring or maintenance costs. A feasibility study would be undertaken as to whether Cranleigh would benefit from a capital injection.</li> </ul> <p>Usage figures were available for facilities such as the pool and gym, but it was not possible to identify how much energy was being spent on the various facilities, although it was recognised that pools were expensive to run due to heating and lifeguard costs. Broadly speaking pools were expensive to run, and gyms were less so, and so made a good profit.</p> <p>There were no trends that gave Malcolm any cause for concern. The aim was always to hit budget, and this</p>

	<p>was being exceeded, so the position was very good. The budgets had not been deliberately under-set, but the profit share had been difficult to predict and had exceeded prudent expectations.</p>
<p>What would assist or improve your ability to deliver financial and commercial management and analysis planning?</p>	<p>Malcolm suggested that when the section was fully staffed, the work associated with the Leisure Centres would be part of the duties of a full time accountant. This would enable more attention to be given to Leisure Centre related accountancy issues including attending the contractor meetings as these currently fell on a day when Malcolm was not in the office. Although the work did not require a large amount of time (possibly 2 days per month), it would be useful to have someone in the office every day who could deal with queries. If a lot more work was to be done at the Edge or Cranleigh then Malcolm would not have the capacity to take on this work in addition to his current Treasury Management and VAT duties.</p> <p>In terms of continuity, there was a general budget monitoring template, but not a leisure centre specific one.</p>

## **Summary of Community O&S Leisure Centre Contract Review Team interviews with Place for People Centre General Managers at Cranleigh and Godalming Leisure Centres**

### **Introduction**

Community O&S is conducting a review into the effectiveness of the contract for Leisure Centre Management between Waverley Borough Council and Places for People (PFP). Interviews were carried out with Centre Managers at Cranleigh and Godalming by members of the Review Team to determine the effectiveness of the continuous improvement provisions in the centres and the effectiveness of the PFP – Waverley interface.

Date of interviews: 20<sup>th</sup> January 2017

Review team: Denis Leigh, Richard Seaborne, Liz Townsend

Interviews held with: Sean Murphy at Cranleigh Leisure Centre, 11:00 – 13:00

Matt Evans (Centre General Manager) and Daniel Zubieta (Operations Manager) at Godalming Leisure Centre, 13:45 – 15:30

These centres were chosen as end members of Waverley's 5 centres: Cranleigh is the oldest of Waverley's centres dating from 1970. Godalming is the newest, dating from 2012.

### **Findings:**

A high degree of consistency in responses between the two centre managers was noted. Common responses are probably supported by regular meetings between centre managers in the Waverley team and due to the internal rotation of PFP staff through the 5 Waverley centres.

Although the contract only specifies that centre managers shall be "competent", the qualifications and experience presented to the review team by centre managers were extensive in both fitness training and managerial skills.

### **The Waverley - PFP Interface**

The two centre managers spoke highly of the Waverley Leisure Team (if that's what they are called) and positively acknowledged the support they provided:

- The Waverley Leisure Centre team is constructive, engaged, open, available and informed;
- One interviewee commented that Waverley's engagement is far more active and constructive than for PFP centres in nearby boroughs where PFP staff members have worked;
- Open door policy. Waverley officers are available and willing to address queries and issues at all times.



The centre managers are given a high degree of autonomy to manage their own centres both by Waverley and PFP but are well supported by Waverley and PFP at Waverley (Steve Little) and Group level (Steve Warraner).

Regular structured dialogue occurs both with Waverley and PFP leadership.

- Waverley officers visit centres fortnightly. Input is in the main very much welcomed, however, slight items observed during walk-throughs and recurring issues, outside of the manager's control (parking, confines of space), can cause minor irritation.

### **Continuous Improvement**

The Waverley contract specifies the requirement for PFP to use *Quest*, which is an industry leading independent review mechanism. Full *Quest* reviews happen every second year and intermediate reviews occur in the intervening years. Areas assessed include business objectives, customer experience, team and skill development, in addition to operational and Health and Safety (H&S) issues. The latter two areas are viewed as a useful formal audit process, with business objectives and operational aspects regarded in the main as a consultancy tool.

Following a *Quest* Review, which includes an element of mystery visits, a report is produced with a comprehensive list of items highlighting strengths, as well as areas for improvement. An overall assessment rating is provided.

- The most recent Cranleigh review in May 2016 yielded a Good rating.
- The most recent Godalming review in December 2016 yielded the top Excellent rating, which in context is only given to the top 15% of centres.

In both centres *Quest* is viewed as providing a formal procedure for auditing and reporting health and safety performance, in addition to providing an element of business consultancy. Areas to be actioned are transferred to a spreadsheet to action and monitor issues. This spreadsheet is a living document and contains input from additional sources to *Quest*. Close out dates are set and qualifying comments added as circumstances change. The spreadsheets were seen at both centres and were clearly live. Both centres provided examples of improvement delivered through this process:

**Cranleigh:** A full decorative and equipment refresh was carried out following identification in a *Quest* review.

The need for an improved virtual spinning offering was identified and followed up with a \$106 funding request.

**Godalming:** Management of cleaning costs. Identified in *Quest*. Monitoring of costs has identified savings opportunities.

In addition PFP subscribes to NPS (Net Promoter Score), which is a management tool that can be used to gauge the loyalty of a firm's customer relationships. It serves as an alternative to traditional customer satisfaction research and claims to be correlated with



revenue growth. NPS has been widely adopted with more than two thirds of Fortune 1000 companies using the metric. NPS can be as low as -100 (everybody is a detractor) or as high as +100 (everybody is a promoter). An NPS that is positive (i.e., higher than zero) is felt to be good, and an NPS of +50 is excellent. Scores at Cranleigh and Godalming were reported to be in excess of 50. Cranleigh scores have progressed over the past 2-3 years from the teens into 50s+.

#### **Issues for centres:**

Neither centre manager identified any direct issues with the Waverley contract. Issues that are frustrating the managers relate to facility limitations.

- Cranleigh suffers from a serious lack of space resulting in a cluttered appearance to reception area and an inability to expand. This problem is in part due to design since the newer Godalming centre has a smaller footprint but has a more efficient design. This is not a contractual relationship matter.
- The absence of a coherent plan for sport and leisure for Cranleigh also holds back expansion of centre potential. Challenge is to coordinate with Parish Council and Waverley. It is worth noting that this situation may also prevail at the other centres.
- The Godalming Centre has been open for nearly 5 years and the 70 parking spaces are seriously limiting the use and growth potential of the facilities. Some memberships have been cancelled. 20 staff use the car park. Overspill parking is a source of irritation to local residents. The centre is not served by a bus service.
- More space would be useful for developing the service offerings. Both centres identified the lack of a sports hall as a limiting factor in allowing development of their offerings.
- Difficult to recruit and retain good staff. There is high staff turnover, but that is not uncommon in the leisure industry.
- The Biomass boiler in the Godalming Centre is expensive to run with the R&M budget £15k overspent. It has a history of frequent breaks down, although recent remedial work may have solved the problem. No tracking of the environmental benefit is being carried out. This might offset the concern about high cost and limited efficiency. The need for replacement plant in Cranleigh was also highlighted.

#### **Conclusions:**

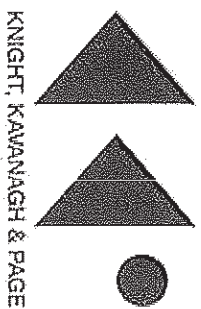
Both centres are managed by dedicated, enthusiastic and competent managers. Waverley requires competencies but do not specify what these are, therefore the qualifications and experience of the managers is driven by PFP.

Centre Managers are empowered to set the Centre programmes and are supported by both Waverley and PFP central management.

The Waverley support team seems to be critical to the relationship, being available, informed and enthusiastic.

The use of Quest as a continuous improvement tool is required by Waverley and actively embraced by PfP. Centre Managers use the Quest reports as a source of free consultancy and as an audit tool with areas for improvement transcribed into live action plans, which are continuously reviewed and updated. The result has been demonstrable continuous improvement as evidenced the Quest overall summary score and improving Net Promoter Scores (NPS).

Those significant issues that were identified relate principally to the nature of the facilities, in terms of age, footprint and design, and do not reflect on the contract.



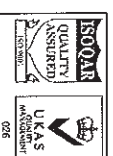
**WAVERLEY BOROUGH COUNCIL  
INDOOR BUILT FACILITIES STRATEGY  
DRAFT REPORT**

**MAY 2017**

**QUALITY, INTEGRITY, PROFESSIONALISM**

**Knight, Kavanagh & Page Ltd**  
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Client comments		
Final approval		

# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES DRAFT STRATEGY

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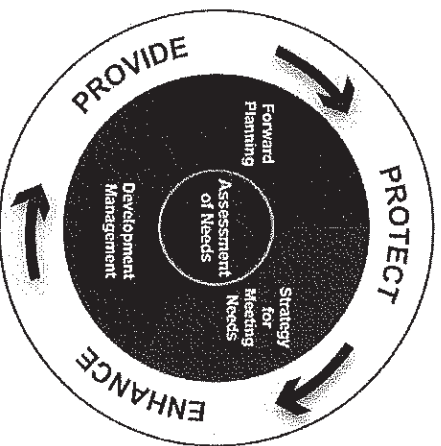
# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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## SECTION 1: INTRODUCTION

This is the Waverley Facilities Strategy for the period 2017–2032. Recommendations are drawn from the Indoor Built Facilities Assessment Report, researched and prepared initially between December 2016 and March 2017 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England’s ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with Waverley Borough Council (WBC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

*Figure 1: Planning for Sport model*



As illustrated, Sport England regards an assessment of need as core to the planning for sporting provision. This report reviews indoor and built sporting facility need in Waverley and provides a basis for future strategic planning.

Waverley Borough Council (WBC) both spires and needs to consider its facilities planning particularly in the context of an ageing stock of leisure facilities; future growth needs; changing economic and demographic profile of the area.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of community based sport and leisure facilities that Waverley requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

The consultant team is grateful to the project management and leadership of WBC and the contribution from all other stakeholders to the development of this Strategy.

### **National strategic context summary**

#### ***Sporting Future: A new strategy for an active nation (December 2015)***

The Government’s strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.



# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

To measure its success producing outputs which accord with these aims it has adopted a series of 23 performance indicators under nine key headings, as follows:

- ▶ More people taking part in sport and physical activity.
- ▶ More people volunteering in sport.
- ▶ More people experiencing live sport.
- ▶ Maximising international sporting success.
- ▶ Maximising domestic sporting success.
- ▶ Maximising the impact of Major Events.
- ▶ A more productive sport sector.
- ▶ A more financially and organisationally sustainable sport sector.
- ▶ A more responsible sport sector.

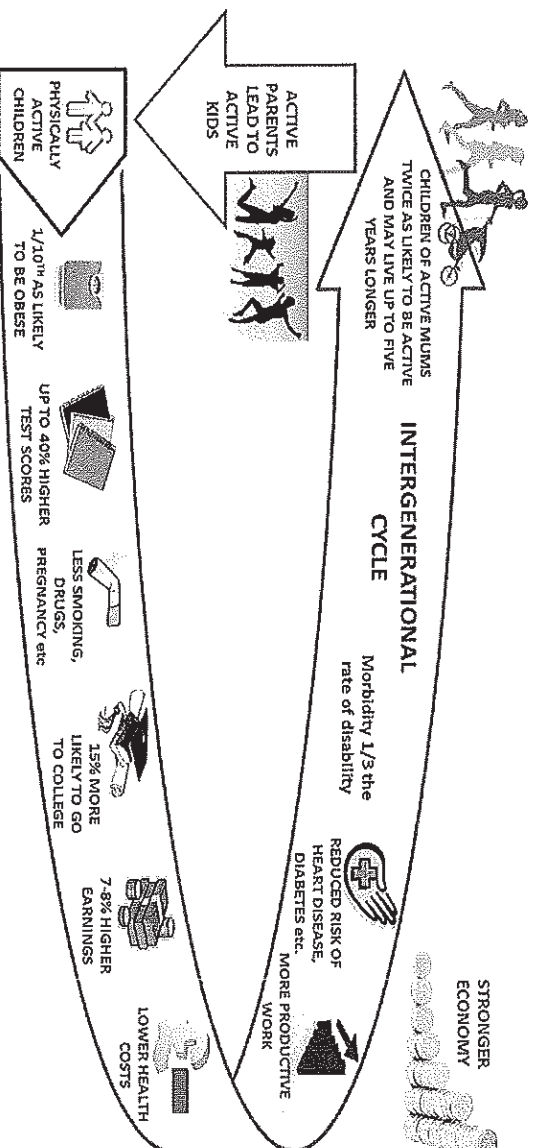
## ***Sport England: Towards an Active Nation (2016)***

In Sport England's strategic response to the Government it states that it will invest in:

- ▶ Tackling inactivity.
- ▶ Children and young people.
- ▶ Volunteering – a dual benefit.
- ▶ Taking sport and activity into the mass market.
- ▶ Supporting sport's core market.
- ▶ Local delivery.
- ▶ Facilities.

Increasing participation in sport and physical activity and the health and wellbeing benefits that this delivers is the key driver for WBC and partners. It has placed particular emphasis on getting the inactive active and targeting interventions at underrepresented groups. The wider benefits derived from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.

*Figure 2: Intergenerational cycle*



## WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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High quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing (plus economic gains) to Waverley residents. They should be viewed, valued and planned for within this context.

However, it is not sufficient just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities, but will place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries.

### **Local strategic context summary:**

#### *Waverley Core strategy*

The Council's vision is 'Making Waverley a better place to live and work'. Its values include:

- ▶ *Openness* - communication is clear and constructive and actions are transparent.
- ▶ *Excellence* - working in a consistent and professional way to achieve the highest standards possible, taking the time to recognise and celebrate success.
- ▶ *Fairness* - working with integrity to ensure that everyone is treated well and has equal access to the opportunities available.
- ▶ *Team work* - and collaboration, with approachable staff actively contributing to shared corporate goals.
- ▶ *Taking ownership* - where everyone feels personally committed to issues at hand and is working towards a positive outcome.

With regard to planning policy, WBC's priorities are to:

- ▶ Consider the potential for a new settlement of 1,800 homes on a brownfield site.
- ▶ Delivering high-quality developments that meet the needs of its communities.
- ▶ Update the Council's Local Plan to respond to the pro growth agenda.
- ▶ Support delivery of ten neighbourhood plans.
- ▶ Continue to meet Government targets for the speed with which major applications are dealt with.
- ▶ Protect the Borough's historic environment by continuing to undertake a raft of conservation reviews and develop a programme of environmental improvements.
- ▶ Maintain its position as of one of the top planning authorities in determining planning applications.
- ▶ Maintain excellence in design including the running of its highly successful biennial Design Awards.

#### *Ageing Well Strategy Action Plan - 2015-2020*

Developed in consultation with Waverley's older residents, organisations involved in supporting and delivering services for older people and Councillors, this strategy is a response to the changing demographics in the Authority and is designed to complement the work of the Council's Health and Wellbeing Partnership. The five-year Ageing Well Strategy acknowledges that, strategically, no "one size fits all" and notes the diversity of local opinion.

## WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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It is a public statement of intent setting how its aim, to positively influence the lives of all, and in particular older, residents, to enable them to access activities and services and enable them to remain independent and feel valued, will be achieved. Central to this is the desire to ensure that they stay healthier and independent for longer and consider themselves to be valued members of the Borough's communities.

Relative to many other areas, Waverley's older residents already live longer and enjoy fuller, healthier lives. The Ageing Well Strategy aims to enable them to continue to make a positive contribution to local communities as well as participate in activities and access services available to them. It sets out priorities for older residents including the following:

- ▶ *Priority 1:* Community – they will have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.
- ▶ *Priority 2:* Remaining Independent at Home – they will have access to services, practical help and support to help them live in and run their own home.
- ▶ *Priority 3:* Accessing Information and Support – older residents, including those with additional needs and their carers will have access to clear, trustworthy advice and information that will help them remain independent and in control of their lives.

# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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## LOCAL CONTEXT

Waverley is a local government district with borough status in Surrey. It contains four principal urban settlements of varying size (Cranleigh, Farnham, Godalming and Haslemere). Each has a different character and distinctiveness, a defined town centre area and one or more conservation areas as well as a large number of listed buildings. Approximately 70% of the population resides in one of its four main centres. House prices in the Authority are amongst the highest in the South-East.

It borders East Hampshire, Hart, Rushmoor, Guildford, Mole Valley, Horsham and Chichester council areas. The total population (2015) of Waverley is 123,315, with a slightly higher percentage of females to males (51%: 49% respectively).

Relative to other parts of the country Waverley has very low levels of deprivation; only 1.2% of its population resides in areas defined as being in the country's three most deprived cohorts (national average: 30%). Conversely, 81.8% live in the three least deprived groupings in the country (compared to the 'norm' of c. 30%). There is a similar pattern for health. None of Waverley's population resides within areas in the three most deprived cohorts while 80.6% live in localities classed as being in the three least deprived groupings.

In keeping with patterns seen alongside lower levels of health deprivation, life expectancy in Waverley is higher than the national figure; the male rate is currently 82.3 years of age compared to 79.6 for England; the female equivalent is 85.1 compared to 83.2 nationally.<sup>1</sup>

Waverley's ethnic composition differs from that of England as a whole; 96% of the local population is White. This is significantly higher than the comparative England rate (85.4%). The next largest group is Asian, at 1.9%; markedly lower than the national equivalent (7.8%).

The median figure for full-time earnings (2016) in Waverley is £40,331; the comparative rate for the South East is £30,264 (-24.9%) and for Great Britain; £28,132 (-30.2%).

The most recent ONS projections indicate a rise of 13.3% in Waverley's population (16,333) over the 25 years from 2014 to 2039. This encompasses a progressive rise in the number of 0-15 year olds over the first half of this period (+7.2% by 2027). By contrast, there will be a decline in the number of 45-54 year olds of (-6.5%) up to 2027 followed by slight growth meaning that by 2039 the overall reduction from current levels will have been -5.0%.

There will be a continuous increase in the number of people aged 65+. An increase of 24.0% (+9,300) in the first period continues creating a total increase, by 2039 of 51.3% (+13,467). This age group represented 21.3% of Waverley's population in 2012 but will be 28.5% of the total by 2039. All these factors have the potential to place pressure on differing types of sporting, educational and cultural provision (facility and services) and there may be a specific need to consider how the sport/physical activity for older people is planned and provided.

Participation trends from Active People Survey 10 show that approaching half (46%) of adults participated in at least 1 x 30 minutes' moderate intensity sport per week. Over one third (37%) are members of a sports club. Both of these are substantially above national average and regional averages.

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<sup>1</sup> Office of National Statistics: *Life Expectancy at Birth by local areas in the United Kingdom, 2014.*

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In terms of competitive sport, over one fifth of Waverley residents (21%) take part; again above the regional (15.6%) and national (13.3%) averages.

Currently the most popular sports in Waverley are swimming, gym sessions, athletics, cycling and fitness classes. Waverley performs above the national and regional averages for the percentages of residents participating in all these sports.

### ***Housing allocations in Waverley***

Local planning authorities are required to identify five years' worth of housing against their requirements under Paragraph 47 of the National Planning Policy Framework (NPPF). The Waverley Local Plan, submitted at the end of December 2016 sets out the position on the five-year housing supply in Waverley.

Pending the completion of the new Waverley Borough Local Plan, it is considered that the assessment of housing needs in the West Surrey Strategic Housing Market Assessment (SHMA) September 2015 should be the starting point for identifying the housing requirement. The evidence in the SHMA indicates an unvarnished figure of 519 homes per annum.

Cranleigh and Farnham are the least protected areas in WBC and, therefore, are the most likely to have to accommodate the largest housing developments. Dunsfold (Aerodrome site), in Cranleigh already has approval for 1,800 homes and it is likely to have more development in the future. It has been earmarked for up to 2,600 homes. WBC is already aware of, and concerned about, the strain this will put on local infrastructure.

### ***Planning***

NPPF paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

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

It is, thus, essential that WBC, as the local planning authority, retains oversight with regard to all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.



# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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## SECTION 3: RESEARCH FINDINGS

### General findings

WBC recognises the importance of its leisure facility stock to health and wellbeing and is committed to its retention via the presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the Borough. Significant housing growth is planned for Cranleigh. This will increase demand for facilities in this locality as well as providing a potential source of funding (e.g. planning gain) to invest. As noted above and in its own strategies, the Council and its partners will also need to deal with increasing age related health challenges of the resident population.

There has been investment in leisure centres in the Borough and there are more planned developments in the area which will further enhance provision quality. As noted, the most popular sports in the area are swimming, gym sessions, athletics, cycling and fitness classes. According to Active People Survey the Borough participation rates are significantly above national averages in terms of participation, club membership, receiving tuition and participating in organised sport. This indicates that WBC has a very active local population. There is also identified latent demand for badminton, basketball, gymnastics, and netball.

Certain sports and agencies have clear aspirations to develop specialist facilities in the area. (These include an athletics track and a dedicated gymnastics venue). However, this is likely to depend upon the strategic perspective of the respective NGBs and the ability of clubs and partners to raise appropriate funds. The education sector provides a large number of sports facilities most of which are made available for community use. This arrangement appears to function effectively and schools appear to be generally responsive to local demand.

The area has an unusually strong and active set of local sports councils (Haslemere, Godalming and Farnham) which champion sport and keep it on the political agenda. Consultation indicates good contractor/ client relationships between WBC and its leisure operator: Places for People.

The high proportion of outdoor sports being played indoors is arguably limiting the access for sports that specifically require indoor sports hall space to play, however flexible programming could potentially alleviate this issue as there is reported capacity within sports facilities at different times.

### **Sports halls**

There is a good spread of above average and good quality community accessible sports halls in Waverley with a range of outdoor sports being played indoors in the winter. The average age of a sports hall in Waverley is 26 years old. Three fifths (59.3%) of population live within 20-minute walk time of a 3+ court hall with the whole borough population resident within 20 minutes' drive of a facility. The majority are rated as above average with one poor quality hall and one good rated hall. The poor quality sports hall is at Rodborough School (opened in 1954). Its programming is hampered by its condition and design.

The key issue in respect of sports hall availability is that the majority of clubs and user groups all wish to use them at similar times. There is capacity at different times if some of this use can be better orchestrated or some of the outdoor sport based indoor hall demand can be channelled into outdoor venues.

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The projected population increase in Waverley between 2016 and 2039 is likely to generate additional demand for additional facilities. Daytime access to sports halls is likely to be of increasing importance to the population as it ages. Given the current reliance on the education sector for the provision of halls this may become increasingly problematic.

There is a high level of local demand for Gymnastics. This is hindered by the lack of suitable facilities arguably, sports halls are not the most effective solution for this. Dedicated gymnastics facilities are needed and this is discussed later in the strategy.

### ***Swimming pools***

Swimming is popular in Waverley. All the accessible swimming pools are being well used by both the public and aquatic clubs. The pools in the area are all rated as either good or above average with the exception of Cranleigh Leisure Centre which is rated poor. There are, however, plans being put into place to replace the pool and leisure centre facilities in Cranleigh. In volume terms, current supply of swimming pools is more than adequate in the borough.

The average age of swimming pools in Waverley is 24.5 years, the oldest being Cranleigh Leisure Centre which is 48 years old. Almost half of the residents of Waverley (43%) live within one mile of a swimming pool and all of Waverley's residents reside within 20 minutes' drive time of a swimming pool.

Demand from aquatic clubs requiring access to more water could be met by re-programming pools to enhance levels of use in the early mornings as well maximising occupancy during current peak times in the evening.

Cranleigh Leisure Centre's swimming pool has substantial seating and hosts the majority of local and some county galas, indicating its importance to the wider swimming community. This is a factor of which note should be taken when considering a replacement.

### ***Health and fitness suites***

The health and fitness offer in Waverley is relatively good with the majority of the stock found in the main settlement areas across the Borough. These facilities tend to be rated as either good or above average although three rated below average. Six in ten people live within one mile of an accessible health and fitness suite and all residents live within a 20-minute drive time of one.

There is currently a sufficient supply of community available fitness suites. This ration may be affected by the projected increase in population, combined with a national trend of increasing use of fitness facilities (currently Waverley 8% compared with a national rate of 14%). Sport England's market segmentation identifies latent demand of 6,340 people. If stock levels remain the same, there will be an overall under supply in provision in the future.

### ***Table tennis***

There is one league in the Borough comprising 12 clubs. Consultation indicates that there are some programming issues affecting Haslemere Table Tennis Club with regard to access times and it not being possible to complete matches by facility closing times.

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## *Squash and racketball courts*

The squash offer is reported to be vibrant and varied with squash courts in high demand especially at peak times. The eight squash courts are all available for community use. Two are rated as good and the others as above average. There is planned development of four new courts at Cranleigh School Sports Centre due to open in Summer 2017.

## *Indoor tennis courts*

There are three indoor tennis facilities in the Borough and six indoor courts. Tennis (indoor and outdoor) is popular in Waverley, and the Lawn Tennis Association is in discussion with three local tennis clubs about funding options and opportunities. The majority (85.6%) of Waverley's residents reside within 20 minutes' drive time of a Waverley indoor tennis facility. Consultation confirms that there has been some investment in facilities in the area and there are aspirations to further upgrade certain venues. Funding for this has yet to be secured.

## *Athletics tracks*

There are two main clubs and two athletics facilities in the area: both on education sites. One is a 400m tartan track with no floodlights (Charterhouse School); and the other (The Edge at Woolmer High School) is a floodlit 110m six lane synthetic straight with dedicated pole vault, long jump and triple jump areas. There are aspirations to develop the 110m track into a 400m synthetic track in a 2:4:6 lane format; this is supported by Sport Haslemere

## *Taekwondo*

Taekwondo is a popular among young people in Waverley and the Farnham School of Taekwondo is currently operating at capacity with a waiting list of over 40. It hires multiple sites in the area and would like to add more sessions; however, its preferred facility is not available at the times that would best suit its members and parents.

## *Floorball (Unihoc)*

Another popular activity in the area is floorball; a relatively new sport. The Farnham Unihoc team is well established with both senior and junior teams competing in the regional league. It is expanding and will soon be operating from multiple venues.

## *Boxing*

Farnham Boxing Club operates at Brambleton Church Hall. It has grown its membership to a level whereby the facility does not meet its needs. The Church has submitted a planning application to increase hall size; this will lead to the Club becoming a 'permanent fixture' and, should the scheme progress, operational effectiveness should improve markedly as it will not have to set up and subsequently dismantle equipment before and after every session.

## *Wellbeing groups*

WBC is committed to working with a range of providers, and organisations to ensure that the best wellbeing offer is made for residents and that they have access to all the advice and support needed to live full, active and healthy lives. Activity programmes operate from a number of venues.



# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

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## Key findings for the main settlement areas

The estimates for new houses are based on the dwelling controlled statistics 2013-2032 as per the Local Plan. Population projections are based on the dwelling controlled statistics which is based on the number of houses multiplied by the average household occupancy.

### *Haslemere*

- ▶ Has one six court hall (above average), one eight lane 25m pool (above average) and three squash courts at the Leisure Centre. Two 3+ court sports halls in the area are private use only (Royal Senior School and Amesbury School).
- ▶ Its three health and fitness suites are all rated above average and offer a combined total of 141 stations available for community use.
- ▶ Woolmer Hill School (The Edge) has a floodlit, 110m six lane synthetic track.
- ▶ There are aspirations to develop the facilities at The Edge Leisure Centre which includes extending the athletics straight to create a 400m, (2,4,6 design) floodlit track and 3G football pitch alongside developing the ancillary facilities to provide additional changing and multi-functional room for parties and coffee shop.
- ▶ It is anticipated that there will be 830 new homes in the area. This will increase the population by 1,926 people creating additional demand for 0.52 badminton court and 0.37 of a lane of a swimming pool lane (assuming current supply remains the same).

*Key challenge:* to retain the quality of the sports facilities as the stock ages. Obtain community use agreements at/for the schools which currently have private use.

### *Cranleigh:*

- ▶ There is one eight court hall (Cranleigh School Sports Centre) and another four court sports hall, both of which are located on educational sites and are community accessible. Further, there is a three lane 25m pool (above average) and a six lane 25m pool (poor quality). All 3+ court halls in the area are community accessible.
- ▶ The three health and fitness suites are rated above average and offer community use of a combined total of 105 stations.
- ▶ It has six squash courts (four being rebuilt having previously been decommissioned at Cranleigh School Sports Centre).
- ▶ At the time of audit the Council is conducting a feasibility on the redevelopment of the Cranleigh Leisure Centre which should substantially enhance the leisure offer at the site.
- ▶ The Local Plan states that there will be 1,520 new houses in the area. Planning consent has already been granted to build 1,800 new houses at Dunsfold Aerodrome. The Dunsfold area has been earmarked for up to 2,600 new homes. This will increase the population by c. 9,300 people creating additional demand for 1.82 badminton courts and 1.83 lanes of a swimming pool.
- ▶ This will increase the level of demand for facilities that are already deemed no longer fit for purpose. Redevelopment of Cranleigh Leisure Centre is of increasing importance, especially should the population increase as planned and given existing concerns about the capacity and quality of infrastructure in the area.

*Key challenges:* to retain and enhance the facility mix at Cranleigh Leisure Centre as a priority and to ensure its long term financial sustainability. To provide access to community facilities for existing and new residents in the south of the town.

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Given that sports hall provision is limited to educational sites, it is vital that binding community use agreements are secured for these sites and/or the facility mix at Cranleigh includes a community accessible sports hall which residents can access both during the daytime and in the evening.

### Farnham:

- ▶ Farnham has one 6-court, two 4-court and one 3-court community accessible halls. All are rated above average with the exception of David Lloyd (3 courts) which is rated good.
- ▶ It has a 6-lane 25m pool, a 4-lane 20m pool (both above average) and a 4-lane 25m (good condition) pool, each targeting different markets.
- ▶ It has 10 squash courts, all of which are community accessible.
- ▶ It has five community accessible fitness suites, four rated above average or good and only one below average (Anytime Fitness) offering a combined total of 302 stations.
- ▶ Two of the 3+ court sports halls in the area Frensham Heights (4 courts) and More House School (3 courts) do not allow community access.
- ▶ There are two indoor tennis courts at David Lloyd and one at Bourne Club Ltd.
- ▶ Other sports prevalent in Farnham are boxing, football and Taekwondo.
- ▶ Farnham is to have 2,330 new homes. This will increase the population by 5,616 creating additional demand for 1.52 badminton courts, and 1.1 lanes of a swimming pool.

*Key challenge:* Obtaining community use agreements at the private use sports halls. Improving the facility mix and offer at Farnham LC, which will require a feasibility study to assess the rationale for and benefits of refurbishment and extension of the current facility.

### Godalming:

- ▶ Godalming has three 4-court and one 8-court community accessible sports halls.
- ▶ King Edwards School (4 court hall) and St Catherine's School (4 court hall) are private use only.
- ▶ The quality of facilities is variable with Charterhouse Club and Godalming College described as above average, Broadwater School is below average and Rodborough School sports hall is rated poor.
- ▶ Godalming Leisure Centre has a good quality 6-lane 25m pool as has the Charterhouse Club. St Catherine's School has a 5 lane 20m pool (above average). In addition, there is also a 6 lane 25m pool at King Edwards School (albeit for private use only).
- ▶ It has six community accessible health and fitness venues offering a total of 214 stations. Two are rated as below average (Godalming Fitness and Hone Gym) and the others are rated as above average. Only one 20+ station fitness gym in the area is not available for community use (Godalming College: which has 21 stations).
- ▶ There are three (above average) squash courts at St Catherine's School, three indoor tennis courts at Guildford Tennis Academy and a 400m synthetic running track (no floodlights) at Charterhouse Club.
- ▶ It is anticipated that there will be 1,240 new houses which will increase the population by c. 3,000 creating a small increase in demand for 0.78 badminton court and 0.57 lanes of a pool. This is not sufficient to warrant consideration of any new sports halls or pools.

*Key challenges:* increasing the amount of fitness provision in the area and obtaining community use agreements at the schools, which are currently private use only. Commission a feasibility study to assess the best facility mix for the planned refurbishment and expansion of Godalming Leisure Centre.

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## SECTION 4: STRATEGIC PRIORITIES

The following key strategic priorities should be considered in delivering this strategy:

- ▶ Recognition that facilities are an important contributor to the quality of life of residents in Waverley.
- ▶ The need to ensure that WBC owned facilities contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities and by older people.
- ▶ The need to retain the financial viability of the Cranleigh Leisure Centre in the short term - given likely increases in maintenance costs and difficulty in replacing parts over coming years.
- ▶ In the context of the uncertain lifespan of Cranleigh Leisure Centre, consider the value of developing a new sports facility to accommodate indoor sports in Waverley.
- ▶ Subject to relevant planning considerations, to support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ▶ The need to continue to develop and maintain relationships with a range of leisure and community providers/partners which offer potential to make facilities more accessible to the community especially during the day (these include a range of schools).
- ▶ Ensure that the planned increase in housing in the area has sufficient infrastructure in place to meet the increase in demand.
- ▶ To retain health and wellbeing as a strategic priority to ensure the active remain so and the inactive become active, especially those resident in more rural areas of the Borough.
- ▶ Consider how extensions and enhancements to Farnham and Godalming leisure centres can contribute to the wider health, wellbeing and ageing population agendas.

### Planning

The results of the needs assessment and recommendations of the Strategy should be considered in the future Local Plan policy making review and infrastructure delivery plans. It is, therefore, important that WBC, as the local planning authority uses the findings of the needs assessment and strategy to inform development of any new appropriate planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate indoor facilities.

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## SECTION 5: MODERN LEISURE CENTRE DEVELOPMENT

In order to provide WBC with a reference point of what other local authorities are developing in relation to their sports facilities networks, it is accurate to state that the majority are developing fewer, better quality facilities and are placing greater importance on the location of, and travel connections to, facilities. Furthermore, many are looking to enhance their offer by developing a more ‘commercial’ range of facilities alongside a wider health and wellbeing service providers.

Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ▶ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ▶ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ▶ Co-location with other service providers to enhance working relationships across ‘civic’ partners and improve service delivery to the community.

Table 2 identifies the types of facilities and activity areas included within each and the wider benefits that this delivers for the community.

Table 2: *Modern leisure facility considerations*

Core facilities	Additional activity areas	Co-located services
<ul style="list-style-type: none"> <li>▶ 6 lane 25 metre pool.</li> <li>▶ Teaching pool.</li> <li>▶ Sports hall (size depends on demand and programming).</li> <li>▶ 80 - 150 station fitness suite.</li> <li>▶ 1x large group fitness studio.</li> <li>▶ 1 x small group fitness studio.</li> <li>▶ Catering hub.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Floodlit 3G pitch.</li> <li>▶ 5-a-side pitches.</li> <li>▶ Soft play.</li> <li>▶ Spa facilities.</li> <li>▶ Youth play facility (e.g. clip n’ climb, interactive activity zones.</li> <li>▶ High ropes.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Part of a school campus.</li> <li>▶ Library.</li> <li>▶ Health centre / GP surgery.</li> <li>▶ Pharmacy.</li> <li>▶ Police office.</li> <li>▶ Council contact point.</li> <li>▶ Meeting rooms.</li> </ul>
Benefits	Benefits	Benefits
<ul style="list-style-type: none"> <li>▶ Enables operators to provide services at minimal subsidy by:</li> <li>▶ Maximising income from health and fitness.</li> <li>▶ Maximising income from learn to swim.</li> <li>▶ Offering a range of community based activities.</li> <li>▶ Enables operators to contribute to the wider physical activity and wellbeing agenda by:</li> <li>▶ Offering health based programmes within fitness suites &amp; swimming pools.</li> <li>▶ Being a meeting point and social venue for outdoor physical activities.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Enables operators to maximise income to underpin the cost of the operation by:</li> <li>▶ Taking a more commercial approach to programming activity areas.</li> <li>▶ Capturing data on users (e.g. parents) and using this as a way of cross selling core services (e.g. learn to swim).</li> <li>▶ Providing a return on investment.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Creation of a leisure and community hub which enables operators to link with other services to contribute to wider physical activity and wellbeing agenda:</li> <li>▶ Offering a wider range of services under one roof.</li> <li>▶ Reaching residents who would not otherwise enter a sports facility.</li> <li>▶ Offering programmes and interventions for specific client groups with health and other partners.</li> <li>▶ Cross marketing and sharing of information to address local needs.</li> </ul>



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## *Funding to implement the strategy*

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; rather a mix of sources and solutions will be required to deliver the Strategy vision and ambitions. These solutions will include:

- ▶ Further development and implementation of the WBC developer contributions process associated with the development of urban extensions.
- ▶ Use of capital receipts from land disposal, where applicable.
- ▶ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ▶ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ▶ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ▶ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

New leisure centre developments are almost without exception undertaken so as to and develop new, better quality, facilities which are more economical to operate. Furthermore, a new facility mix can, in many instances, enables the operator to deliver revenue efficiencies (i.e. operate the facility at zero subsidy or better) generating surpluses which are often used to fund part or all of the capital repayment. A similar approach is taken to the refurbishment of existing facilities where increased income offsets the annualised cost of the outlay of capital.

It is likely that a combination of the above approaches will be developed for the wide range of projects identified in Waverley Borough Council. This will require a robust approach to business planning to ensure that all investment is financially sound.

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## SECTION 6: VISION AND OBJECTIVES

*“To work with partners to create high quality, sustainable leisure and sports facilities which meet community need, increase participation, help tackle health issues and provide accessible, inclusive activities for Waverley residents as part of an active lifestyle.”*

This builds upon the conclusions identified in the Assessment Report (April 2017) and Sport England’s recently released five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Waverley can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the Borough up until 2032.

### **Strategic objectives**

The above vision is based upon a clear, achievable framework of strategic objectives (not in any priority) and summarised in the boxes below. The three main themes of the strategy – to *protect, enhance and provide* reflect Waverley’s priorities and also emanate from Sport England’s planning aim and objectives for sport. It is recommended that WBC and its partners adopt the following strategic objectives (as policy) to enable the above vision to be achieved:

#### **Objective 1 : Protect**

*Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.*

#### **Objective 2: Enhance**

*Enhance the borough-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need*

#### **Objective 3: Provide**

*Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Waverley.*

#### **Facility hierarchy**

WBC and partners will consider how to ensure that the borough network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and wellbeing.

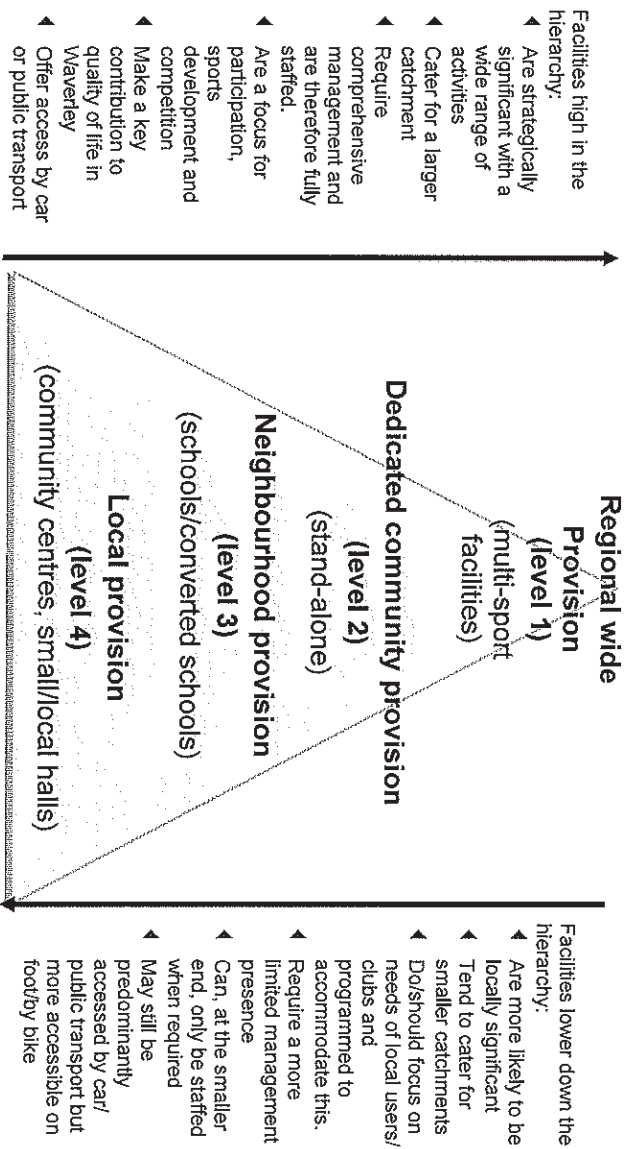
# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

As such there is a need to clarify the sports facility hierarchy in Waverley establishing which specific venues have distinct roles and functions; the extent to which they carry differing levels of community importance, operational weight and related staffing.

In parallel, it is important that facilities have a defined function from a user perspective. Hence borough wide and key community facilities deliver orchestrated physical activity geared to extended participation (hubs and spokes approach) and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports.

Broad principles are illustrated in the hierarchy diagram shown below, whilst key principles are as shown in the Table 1.

Figure 7 Facility hierarchy – core principles



It is worth noting that facilities identified to service very localised (and in particular rural) provision are generally smaller than those identified within the scope of this commission. They are, however, often valuable assets for a specific local area or community offering either a range of recreation/participation opportunities or, in some instances, offering beginner to performance opportunities.

Table 3: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Level 1: Regional or sub regional facilities	<ul style="list-style-type: none"> <li>• Provides a regional of sub regional significant facility which is the primary performance venue for a single or select number of priority sports.</li> <li>• A venue with the potential to host sub-regional, county, borough-wide and local events.</li> <li>• Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across the whole of Waverley Borough.</li> </ul>

## WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

Designation	Role and function
Level 2: Dedicated community facilities which service the Borough or local town population	<ul style="list-style-type: none"> <li>• Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level.</li> <li>• Is a core venue for training and development of teachers, coaches, volunteers, officials and others in key sports organisations.</li> </ul>
Level 3: Neighbourhood facilities	<ul style="list-style-type: none"> <li>• Contribute to quality of life of residents in the local community served and/or borough and provide a range of opportunities to participate in sport and physical activity.</li> <li>• Generally, a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality).</li> <li>• Is a venue with potential to host borough-wide, community/ local events.</li> <li>• Provides a base for the provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities.</li> <li>• One of several core venues offering health/fitness provision and activity across the Borough.</li> <li>• Core venue accommodating the Borough's Learn to Swim programmes (where a pool is incorporated).</li> <li>• Provides options for a range of sports organisations to participate, compete and develop skill within their chosen activity (where a sports hall is available).</li> <li>• Supports voluntary sports sector to cater for club activity and raise standards in respect of coaching, coach education, administration and volunteer development in chosen sport.</li> <li>• Facility use should reflect the demographic profile of the local community.</li> <li>• If applicable, increases/ improves quality of PE and school sport opportunity for young people attending the school at which it is based.</li> </ul>
Level 4: Local facilities	<ul style="list-style-type: none"> <li>• Where within the vicinity of a 'community sports facility' it should complement the programming and opportunities offered to the local community.</li> <li>• Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity.</li> <li>• Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy.</li> <li>• Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity.</li> <li>• Facility use to reflect demographic profile of the local community.</li> <li>• Tend to be stand-alone small dry-side community/ sports facilities which operate independently.</li> <li>• Contributes to quality of life of residents within the locality providing a limited range of opportunities to participate in sport and physical activity.</li> <li>• Provides opportunities – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts).</li> <li>• Programming generally appeals to a specific demographic e.g. young people or faith groups.</li> </ul>



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## *Facility development*

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Waverley and enable the Council to meet its wider objectives. It first considers Cranleigh Leisure Centre as a key facility in the Borough. It also considers potential options/scenarios to consider when it comes to the end of its useful life.

*Cranleigh Leisure Centre:* is the main swimming facility in the Borough offering 6 lane 25m swimming pool and 12m teaching pool. It presently hosts the majority of the borough swimming due the fact that the pool has spectator seating. It offers a relatively modern 45 station fitness suite which attempts to compete effectively with local private sector competition, but is not substantial in size and has insufficient studio/flexible space. Changing rooms at the centre of below average quality and the façade is dated. Available space is used for gymnastics but it is too small to meet demand, not of the requisite quality and cannot cope with storage of the equipment.

The FPM and KKP's assessment report indicates no shortfall for water space or sports halls in the immediate area. The majority of supply of sports halls is, however, limited to school sites. Daytime access is, therefore, not being met. Swimming clubs report lack of availability. In addition, there is a planned development of c. 5,000 houses in Cranleigh could lead to additional demand of up to two lanes by 2032, according to Sport England's Sports Facilities Calculator. Sports hall demand is modelled to grow by 0.5 badminton courts, which will need to be taken into account in the feasibility study which considers the specification for the new facility.

Potential population growth (and the increasing number of older people) is likely to lead to increased demand for facilities during the day; the limited access to schools based sports halls during the day is a specific factor. Options available include (not in any order of priority):

### *Option 1: Maintain the status quo*

Continue to maintain Cranleigh Leisure Centre with contractors managing facilities on behalf of the Council. Maintenance costs are, however, likely to increase significantly over the next few years as the building fabric deteriorates further. It is already deemed not fit for purpose. It is unlikely that it will be able to accommodate significant increases in physical activity from the projected older population or cater for increased demand created by the new housing development in the area. Thus, while costs are likely to increase it may not be feasible to accommodate a parallel increase in the number of paying customers. Contingency plans will, therefore, be required:

*Option 2: Commission a feasibility study and master-plan for a new leisure facility which replaces the Cranleigh Leisure Centre and is fit for purpose in 21<sup>st</sup> Century Waverley.*

This should, at minimum (and reflecting assessed current provision shortfalls) incorporate swimming pool(s), sports hall, health and fitness and related studios (see suggested specification elements below). It should also take account of:

- ▶ The need for service that is more proactively geared to (and accountable for) attracting/retaining members and participants from Waverley's more sedentary and older population (i.e. getting the inactive, active).
- ▶ Growing and anticipated older populations in the Authority and changing usage trends.

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- ▶ The need to substantially reduce net service subsidy levels by considering the commercial elements to underpin the operation of the centre.
- ▶ A need for substantially improved quality and larger capacity of swimming opportunity (and if it is to continue to be the main competition pool in the Authority – provision of spectator accommodation).
- ▶ The need to be environmentally friendly to operate.
- ▶ Possible options to develop the venue in partnership with other agencies.
- ▶ Consideration of whether dedicated gymnastics provision can be included as part of the new facility given existing demand for and the potential growth of the sport in Waverley.
- ▶ Venue locations that will best service the whole of Waverley's population.

The suggested core specification for consideration, based upon the needs analysis and related consultation (up to 2032) includes the following:

- ▶ 6 lane, 25m swimming pool with spectator seating to accommodate galas.
- ▶ Large teaching pool with moveable floor.
- ▶ Possibility of a minimum 4 court sports hall/ flexible space (reflecting contemporary Sport England/NGB dimensions).
- ▶ (Say) 150 station gym.
- ▶ Substantial and flexible studios/community rooms to accommodate classes, spinning, combat sports, yoga, children's parties etc.
- ▶ The requisite wet and dry changing accommodation.
- ▶ Potential gymnastic specific space.

### **Facility development**

Godalming Leisure Centre – consider extending parking and develop a sports hall in association with Broadwater School (taking account of new management structures). Farnham Leisure Centre- continue to invest and ensure that it remains fit for purpose.

### **Facility development**

Consider how Rodborough School and Guildford Tennis Academy can work together to develop a joint facility which will be supported by new health and fitness stations (drawing in new users and stabilising and securing the financial viability of the venue).

### **Enhancing facility management and operation**

In delivering the above WBC needs to consider how it will work with partners to:

- ▶ Ensure that the current stock of facilities (which has a proven need), remains open and accessible to the general public.
- ▶ Work through the key leisure operator (Places for People) in the Borough and other partners, to develop a process that brings together as many operators of local sports facilities as possible.
- ▶ Develop an agreed approach and a Waverley definition of community use which all partners sign up and agree to implement, with a view to recognising the importance of making well organised collectively programmed community use the norm in sports halls across the Authority and, for example, attracting people from older age groups into facilities.

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In delivering this WBC and partners will need to consider the following:

- ▶ How partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ▶ How (reflecting the community use standard cited above) relationships are developed and maintained with schools across the Borough.
- ▶ How housing developments, including at Dunstfold Aerodrome development, can complement current and projected future demand for sport and physical activity.
- ▶ The development of strategic plans that take account of how the demand created by the large number of older people and the generally ageing population will affect facilities in the area and how those in the Borough's more rural locations can be accessed.

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## SECTION 7: MONITORING AND REVIEW

The Indoor and Built Facilities Strategy identifies the investment and actions required to deliver and maintain a high quality built facilities infrastructure for WBC for the period up until 2032.

It is important that it is a live document, used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component in the quality of life of Waverley's residents.

Production of the Strategy should be regarded as the start of the strategic planning process with a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic approach is adopted throughout the life of the strategy.

It will be important for Waverley Borough Council and its partners to develop a related 3 – 5 year action plan and for this to be monitored and reviewed annually. This process should not only review progress against the original action plan, it should also assess the knock-on impact of any changes that occur and identify any potential adjustment to the supply and demand equation for facilities across the Authority. This is, in part, proposed on the basis that the Strategy is as much about how facilities are used as it relates to ensuring that the infrastructure is of a good quality.

In particular, the annual review process should include:

- ▶ A review of annual progress on the recommendations and the 3 – 5 year action plan; taking into account any changes required to the priority of each action (e.g. the priority of some may increase following the delivery of others).
- ▶ Lessons learnt throughout the year.
- ▶ New facilities that may need to be taken into account.
- ▶ Any specific changes of use of key sites in the Borough (e.g. sport specific specialisms of sites, changes in availability, etc.).
- ▶ Any specific changes in demand at particular facilities and/or clubs in the area (e.g. reduction or increase in club numbers, new housing growth).
- ▶ New formats of traditional sports that may need to be taken account of.
- ▶ Any new or emerging issues and opportunities.

The outcome of the review will be to develop a new annual and medium term action plan for indoor and built sports facilities across the Borough.

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## SECTION 8: ACTION PLAN:

The following actions are relative to the overall management and programming of key facilities in Waverley. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access).

Strategic function/aim	Challenges	Recommended actions	Facilities	Timescale	Partners	Importance
Borough wide programming  Provide	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	Consider current programming across the Borough. Define the role of each facility within the wider community use offer across Borough. Develop a site by site action plan for improving programming across the Borough.	All	Short	Schools, Leisure Centres & Village halls / Community Centres	High
Community use agreements  Provide	Increasing the availability of the current stock of sports halls to more sections of the community.	Taking account of the currently good levels of community use of sports halls, consider how or whether schools can start to accommodate more day time use and whether new schools can be brought into the fold (i.e. those which currently offer no community use).	All sites	Short	Schools	High
Sports halls  Provide	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity.	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: <ul style="list-style-type: none"> <li>◀ Key holder access to specific sports groups.</li> <li>◀ Designing in good access to new facilities.</li> <li>◀ Working with schools to accommodate community based organisations.</li> <li>◀ Complete a feasibility for the replacement of the poor sports hall at Rodborough School in tandem with the improvement of the facility improvements of Guildford Tennis Academy with the possibility of adding health and fitness provision.</li> </ul>	Level 2 and 3 facilities	Short	Schools	Medium
Swimming pools  Provide	Ensuring sufficient water space is available to current and future residents. Ageing stock, particularly of the	◀ Consider the options for replacement of the Cranleigh Leisure Centre pool which offers at a minimum, the current level of water space. Undertake full feasibility study and ascertain the level of cooperation/partnership between potential partners and facility	Level 2	Short	WBC, Public Health, Places for People,	High



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	Swimming Pool. Strategically programme water time for all residents.	<p>mix options.</p> <ul style="list-style-type: none"> <li>◀ Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times.</li> <li>◀ Work with the swimming clubs on pools programming to maximise their (efficient) access to pool time by, for example, running training sessions in early mornings as well as evenings at public leisure centres.</li> </ul>			ASA, Sport England	
Health and Fitness  Provide	Increasing the provision of health and fitness in the Borough ensuring that there is sufficient supply to meet the needs of the growing population.	<ul style="list-style-type: none"> <li>◀ If/when replacing Cranleigh Leisure Centre to substantively increase the volume of fitness stations and number/scale of studios.</li> <li>◀ When refurbishing Council owned/managed stock <i>per se</i>, look to increase the scale and volume of fitness provision and studios to reflect both latent demand and increased need based upon projected population increases.(and bringing Waverley up to the national penetration rate)</li> </ul>	Level 2	Medium	WBC, Sport England, Places for People.	High
Athletics Track  Provide	The community aspiration to enhance and develop the facilities at Woolmer Hill School / The Edge into a funded and sustainable reality.	<ul style="list-style-type: none"> <li>◀ Work with Sport Haslemere, the Haslemere Border Athletics Club and other more informal running groups to assess the feasibility of extending the athletics facility at Woolmer Hill School to a 2-4-6- track (plus floodlights) with other facility developments.</li> <li>◀ Test this ambition with England Athletics which may consider one track in an authority the size of Waverley to be sufficient (the floodlighting issue is significant to this debate)</li> </ul>	Level 2	Long	WBC, Sport Haslemere, NGB, The Edge, Woolmer Hill School, Clubs, Sport England	Medium
Indoor Tennis  Provide	The need to update and maintain the current aging facilities and the emerging possibility of enhancing the current facilities to maximise the use and meet the needs of both the School and Tennis centre.	<ul style="list-style-type: none"> <li>◀ To consider, if/when replacing the sports hall at Rodborough School to do so in tandem with addressing provision for indoor tennis on the site. This is currently catered for by an air hall which is of less than optimum quality. In so doing, consider working with the School on a more extensive master-plan which take full advantage of the size and relative flexibility of the site. (This could be linked to creation of a long-term community access agreement which secures this for the longer term).</li> </ul>	Level 2	Long	WBC, Sport England, Rodborough School, Guildford Tennis Academy, NGBs	Medium
Squash Courts	The need to retain maintain the current facilities to ensure the sport can	<ul style="list-style-type: none"> <li>◀ To ensure that the planned development of the 4 courts at Cranleigh School Sports Centre take place as they account for</li> </ul>	Level 2	Short	WBC, Sport England,	High

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<b>Provide</b>	continue to thrive in the area.	almost 50% of the supply in the locality.			England Squash & Racketball	
<b>Dedicated specialist sports facilities Provide</b>	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> <li>◀ Work with the gymnastics clubs and the trampolining club to create a strategic plan geared to enabling them to move to a dedicated facility which will be either self-managed (or owned). Consider co-locating where the opportunity arises.</li> </ul>	Level 2	Medium	WBC, SE, NGBs, Gymnastics Clubs	Medium
<b>Village Halls / Community Centres Provide</b>	Understanding programming, availability and the quality of community facilities is a further challenge for the authority. These are generally small facilities which are spread throughout the Borough but which enable physical activity to be made accessible to those living in rural and harder to reach areas. If the programming of them is commensurate with the wider principles of this strategy then there can be an increase in physical activity via complementary programmes.	<ul style="list-style-type: none"> <li>◀ Ensure that there is sufficient outreach provision to target residents in rural areas (to get the inactive active and retain the already involved) with a view to using community and village halls as 'transition' facilities linked to mainstream membership programmes.</li> <li>◀ A commitment to understanding the sporting offer at these sites needs to be agreed. This should link to integrating/supporting community use of these into the wider Waverley network.</li> <li>◀ The potential to start with sites already hosting activity is recommended.</li> </ul>	Level 4	Medium	WBC, CCG, Places for People	Medium
<b>Incorporating Level 4 facilities into the broader activity portfolio Provide</b>	Develop an improved understanding of the importance of Level 4 facilities with regard to the physical activity offer.	<ul style="list-style-type: none"> <li>◀ Identify a project coordinator to lead on this element of work.</li> <li>◀ Review Level 4 facilities to see which are realistically able to increase physical activity in the context of scale, configuration, management arrangements and existing commitments.</li> <li>◀ Consider how they fit into the wider programming offer.</li> <li>◀ Identify improvements to Level 4 facilities (ensuring that they are fit for purpose).</li> </ul>	Level 4 facilities	Medium	Parish Councils, Community groups, Private facilities	Medium
<b>Planning Protect, Enhance, and Provide</b>	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> <li>◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant WBC strategies where appropriate.</li> <li>◀ Develop priorities to assist WBC to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and</li> </ul>	Level 1,2,3,4 facilities	Medium	Planning & Leisure Team	High

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		identification of infrastructure requirements within the Infrastructure Delivery Plan.				
<b>Monitor and review</b>	Keeping the Facilities Strategy relevant and up to date.	<ul style="list-style-type: none"> <li>◀ Complete a light touch review of the study annually.</li> <li>◀ Undertake a complete review within 5 years of its implementation.</li> </ul>		Medium	WBC	High

The following actions relative to each of the Borough's key facilities is identified below:

Facility	Management	Overview and challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
All Hallows School (level 3)	School	This above average quality facility hosts an above average four court sports hall and a 4-lane x 20m swimming pool. It has good levels of community use. It is 33 years old and has not been refurbished. Ensuring that the facility remains fit for purpose and good quality is key. Retain community use and where possible improve community use of the facilities.	Promotion and retention of community use. Consider if the current programme of activity complements other activity in the Borough. Work towards a long term community use agreement. Consider if a funding proposal can be arranged for capital investment to improve the quality of the facility.	WBC with All Hallows	Medium	Low	Provide
Amesbury School (level 3)	School	Currently private use only. The main challenge is whether and how (and if) this site can contribute to the wider sports development programme for the Borough for both swimming and sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint. Upload facility information onto Sport England's Active Places Power database.	WBC, Amesbury School	Medium	Medium	Provide
Bourne Club Limited (level 3)	Commercial	Tennis centre with badminton courts available. Private club with management currently in a state of change.	Continue to consider whether the programme of activity at this facility complements other activity in the Borough in order that participation increases.	Bourne Club Ltd and WBC	Long	Low	Provide



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Broadwater School (level 3)	School	Located next to Godalming Leisure Centre, this centre has old and tired facilities and does not appear to maximise community use.	Work with WBC to explore opportunities to maximise the use of the facility. Consider if alternative management is likely to drive up participation. Consider if this can be supported by Capital investment.	Broadwater School, WBC	Medium	Medium	Provide
Charterhouse Club (level 1)	School	This is a significant and high quality facility which hosts a range of sports and draws in users from a wide area. Usage is dependent upon the school but, unusually for a school facility, it does allow day time use.	Retain community use of facilities. Continue to ensure programmes link to wider NGB priorities.	Charterhouse Club	Long	Low	Provide
Cranleigh Leisure Centre (level 2)	Places for People	This ageing facility is in need of modernisation/investment to bring it up to a higher standard fit for 21 <sup>st</sup> Century use. Consider how this facility fits into wider community programming and talent development across the Borough.	Continued investment in current facilities to maintain them to the best standard possible in the short term, whilst feasibility is undertaken. Commission feasibility to consider the best facility mix and preferred location (s) is/are for facilities in WBC in particular; taking account of the increased requirement for both pool and indoor sports hall space and other facility mixes. E.g. gymnastics facility, community facilities etc. Balance strategic Borough role against needs of local and projected new residents by coherent, pragmatic programming/pricing.	WBC with Places for People	Short	High	Enhance  Provide
		Ensuring needs of different market segments (especially the hard to reach and older population) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	WBC to specify its requirements and then receive regular analysis of membership data (contractual requirement) with a view to identifying who is gaining access to which facilities. Consideration of incentives to get the inactive more active. Ensure all sports (including minority sports) are considered as part of the programming mix.	Places for People	Short	High	Provide

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Cranleigh School Sports Centre (level 3)	School	This school has an above average 8 court sports hall, and above average 3-lane x 25m pool, an above average fitness gym plus x4 new squash courts. Ensure good community access and that there is a high quality club/community squash programme in place.	Deliver on proposed development of squash courts and use the development as an opportunity to reinvigorate squash development in the Borough. Ensure that the facilities remain community accessible.	Cranleigh School, NGB, WBC	Short	Medium	Enhance  Provide
Edgeborough School (level 3)	School	There is a perception that the facilities are only available for private use; this is not the case as the school is keen to see them used by the wider community. Change in management (new headteacher starting in Sept 2017) may provide an opportunity to drive and embed increased community use of facilities.	WBC to work with the School to develop an up to date community use agreement and develop activities which will complement other activities in the Borough.	Edgeborough School, WBC	Medium	Medium	Provide
Farnham Leisure Centre (level 2)	Places for People	The key challenges are its location and competing facilities within the town centre. Consideration of how this facility fits into wider community programming and talent development across the Borough. Ensuring needs of different market segments (especially the hard to reach and older population) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	Undertake a feasibility to consider what facilities are required to improve the offer at the centre. Explore the options of expanding current facilities (health and fitness provision) in addition to adding to the facility mix.	WBC, P4P, Sport England, NGBs	Medium	Medium	Enhance  Provide
Frensham Heights School (level 3)	School	Currently private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Actively liaise with the school in order to determine whether/how it is willing to contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	WBC and Frensham Heights School	Long	Medium	Provide

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Glebelands School (level 3)	School	Ensuring that the sports halls remains fit for purpose and good quality. Retain community use of the facility. Consider if exams can be moved out of the sports hall to retain the facility for community use.	Define the role of the facility within the wider community use offer in Waverley. Ensure that maintenance programmes and periodic updates take place when required. Retain / improve community use of facility.	Glebelands School, WBC	Long	Low	Provide
Godalming College (level 3)	School	Retain community use, as it is an important netball venue. Work with other venues (e.g. Rodborough School, which has the potential to alleviate some space at this facility). Maintain facility quality.	Define the role of the facility within the wider community use offer in Waverley. Maintain key holder access for certain groups as this reduces running costs. Ensure that maintenance programmes and periodic updates take place when required. Monitor used capacity as population and demand increases.	Godalming College, WBC	Medium	Medium	Provide
Godalming Leisure Centre (level 2)	Places for People	Potential increase in maintenance costs for the leisure centre as it ages. Challenge will be to retain quality whilst accommodating increases in use. Consideration of how this facility fits into wider community programming and talent development across the Borough. Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	Conduct a feasibility to test various options to expand the centre and improve the offer. To specifically include evaluation of potential to expand current health and fitness provision in addition to adding to the breadth of the facility mix.	WBC, P4P, Sport England, NGBs	Medium	Medium	Enhance  Provide

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Guildford Tennis Academy (Milford) (level 3)	Commercial	The main challenge is to develop the relationship between Rodborough School and the Tennis Academy. Located in an adjacent position, there is potential to improve the current facilities alongside relationship with Rodborough School to explore future options in respect of an enhanced facility mix, upgraded facilities and greater community access. (This also has the potential to impact positively on alleviation of the demand for facilities at Godalming College).	Work with Rodborough School to explore the options enhancing current facilities and possibility of additional facilities e.g. fitness provision on the site.	GTA, Rodborough School, WBC	Long	Medium	Enhance  Provide
Haslemere Leisure Centre (level 2)	Places for People	Potential increase in maintenance costs for the leisure centre as it ages. Consideration of how this facility fits into wider community programming and talent development across the Borough. Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for dry facilities (by collation and use of appropriate data leading to intelligence led programming).	WBC to specify its requirements and receive regular analysis of membership data (contractual requirement) with a view to identifying who is gaining access to which facilities. Consideration of incentives to get the inactive more active and keep older people active. Ensure all sports (including minority sports) are considered as part of the programming mix.	WBC, P4P	Medium	Medium	Provide
King Edward's School (level 2)	School	Currently private use only. The main challenge to address is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	King Edwards School, WBC	Long	Medium	Provide

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More House School (level 3)	School	Currently private use only. The main challenge is how (and whether) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	More House School, WBC	Long	Medium	Provide
Rodborough School (level 3)	School	Improve the quality of the sports hall, explore the partnership options related to enhancing facilities and the facility mix with Guildford Tennis Academy.	Replace the sports hall and review of opportunities to work with GTA and feasibility of additional facilities e.g. fitness provision.	Rodborough School, GTA, WBC, Sport England, NGBs,	Long	Medium	Enhance Provide
St Catherine's School (level 3)	School	Currently elements of the facilities are private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint. Update Sport England's Active Places Power Database with the actual sports hall dimensions.. (It was not included in FPM due to incorrect information).	St Catherine's School, WBC	Long	Medium	Provide
The Edge Leisure Centre (level 2)	Places for People	Community aspirations to enhance facilities especially with regard to extending athletics provision. Explore the options for maximising the use of the facilities.	Work with England Athletics to understand the potential of the site and how it might sit within the wider community use and sports offer in Waverley. Where possible link to the outdoor sports facilities. (Playing Pitch Strategy findings).	P4P, WBC, Woolmer Hill School	Short	Medium	Provide
The Royal Senior School (level 3)	School	Currently elements of the facilities are private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	The Royal Senior School, WBC	Long	Medium	Provide

# WAVERLEY BOROUGH COUNCIL INDOOR BUILT FACILITIES – DRAFT STRATEGY

Weydon School (level 3)	School	Continue to maximise the community use of the facilities through good management and programming. Share best practice of current community use with other schools in the area.	Work with WBC to explore opportunities to maximise the use of the facility and share best practice with other schools in the area. Ensure that maintenance programmes and periodic updates take place as and when required.	Weydon School, WBC	Medium	Medium	Provide
Woolmer Hill School (level 3)	School	Help to maximise the use of The Edge facilities and its smaller hall, which currently accommodates gymnastics.	WBC and P4P to explore the opportunities to increase community use during the day time.	Woolmer Hill School, WBC, Places for People	Medium	Medium	Provide

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# **Consultants' brief for an options appraisal for future leisure centre investment**

## **- Project brief -**

### **1. Introduction**

Waverley Borough Council wishes to appoint a Consultant to produce an options appraisal including cost benefit analysis for:

A. The build of a new Leisure Centre in Cranleigh

B. Refurbishment and extension of the Leisure centres in Farnham and Godalming.

The options appraisal will take into consideration the local needs assessments of existing and future leisure facility provision which will provide a comprehensive picture of Waverley. It will also take into consideration the state of the current buildings and the level of lifecycle investment that is required over the next few years.

This brief sets out the background to the project, its aims and objectives, proposed methodology, outputs, timescales and management arrangements.

### **2. Background**

The Council has invested heavily in improving the leisure facilities in the Borough in order to meet the needs of local people now and also in the future.

With major housing developments currently being planned in the Borough there will be a significant need to increase the facilities available especially for the sites that are heavily used and already oversubscribed.

The current need to find sites to accommodate the potential increase of 519 households per year up to the year 2032, will increase pressures on the existing facilities within Waverley and may also necessitate the provision of new services.

Places for People (PFP) currently manage all of Waverley's leisure centres. The contract began in 2008 and is due for renewal in 2023.

### **3. Aims and objectives**

The overall aim of this project is to help us understand the potential options and viability of a new build at Cranleigh and the extension of the existing facilities at Godalming and Farnham. These options should include the following:

- Location options and block drawings for the new Cranleigh Leisure Centre  
This section should explore the advantages and disadvantages of building a new leisure centre at the existing location against an alternative location. If the existing site offers the best option, consideration should be given to the inconvenience and disturbance this will cause to the current facility users as well as the loss of income from closing the existing facility whilst the new is being built. Block drawings should also be produced.
- Design options for extending Farnham and Godalming leisure centres.  
Block drawing on possible options for the extensions should be produced. This should include recommendation on how to best maximise the use of space at the existing sites.



- Financial model  
This section will consider the affordability and funding opportunities of the proposed options. Thorough consideration should be given to the income and expenditure implications. These should factor in future life cycle costs and the potential management fee uplift as a result of the new facilities. All options presented should have an associated return of investment for the Council. External funding opportunities should also be identified.
- Legal implications  
An outline of the legal implications of extending the existing contract with PFP is required. The current contract ends in 2023. Examples of other such contract extensions in the industry should be identified.
- Facility mix  
An agreement on the facility mix that will be provided to meet the needs of the local community should be achieved. This will be done in consultation with the Council and PFP.
- Planning implications  
The options appraisal should inform us of the planning implication associated with the projects.
- Timescales  
This section should provide the Council an approximate project plan for completing the new build and refurbishment works. The final report should include all the important milestones such as tender timescales, planning application, mobilising the works etc.

#### **4. Methodology**

In preparing the options appraisal, the following should also be undertaken:

- Site visits: these are required to assess the quality of the facilities. It is recommended that the same person conducts all site visits to ensure consistency.
- Consultations with PFP, including the Partnership Director, to establish an understanding of the current contract management arrangements and the demand of facilities mix.
- Consultation with Waverley officers to understand the lifecycle costs for the existing facilities and agree the new facilities mix.
- Consultation with the relevant Waverley elected members.

#### **5. Outputs**

1. A draft report on the options appraisal and the financial models for comments. This will be in electronic format.
2. A final report outlining all the areas as listed in section 3 of this briefing in an electronic format. The report should include any assumptions that were made.
3. Block drawings of the proposed extensions as well as the new build in full colour and in electronic format. These should include the proposed locations for the new Cranleigh leisure centre.
4. A financial model for each option that will include projected costs and return of investment, in electronic format.
5. A presentation of the final report to Waverley officers.

All documents produced should be presented in a form that is compatible with Waverley Borough Council's IT software; Microsoft Windows 7, Office 2010 and Citrix.

Waverley Borough Council shall hold copyright of all presented material. Waverley Borough Council shall be able to distribute the material in part or whole to any organisation or individual it determines, at no extra cost.

## 6. Fee quotation

Task	To include	Fee
Produce an options appraisal for a new Cranleigh leisure centre	Location options and block design of the proposed new site. All options should include a financial model, a proposed facilities mix and timescales.	£
Refurbishment and extension of the facilities at Farnham and Godalming	Block designs of the proposed extension projects. All options should include a financial model, a proposed facilities mix and timescales.	£

## 7. Budget

It is Council policy not to disclose the budget for this piece of work.

A daily charge should be provided which will be used if any additional work is instructed.

## 8. Timescale

It is hoped that the options appraisal report should be in produced no later than **28 July 2017**. A draft timetable is set out below:

Invitation to tender	Thursday 16 March 2017
Closing date for tenders	Wednesday 5 April 2017
Inform shortlisted consultants	Tuesday 18 April 2017
Interview date for shortlisted consultants	Tuesday 25 April 2017
Appointment date for successful consultants	Friday 28 April 2017
Draft report	Friday 30 June 2017
Final report	Friday 28 July 2017

The appointed Consultant will be responsible for producing their own detailed programme for carrying out the project and for completion of stages by key target dates. This programme should include a detailed, step-by-step timed plan, prescribing methodology, specific tasks, responsibilities and estimated time/resources to complete each step.

## 9. Management of the commission

The Council's Leisure Contracts Manager will have overall management of the commission.

The Consultant is required to nominate one senior person to be in overall charge of the project and with whom the Council shall liaise.

## 10. Tenders

The fee quotation must be received via In-Tend by **midnight on Wednesday 5 April 2017**. All tenders must include:

- Costs as outlined in section 6 of this briefing.
- Details of key personnel including qualifications, their specialism and their role
- Description of the approach to be adopted and the method of data collection to be used
- Detailed timetable for delivery
- Contact details of three referees
- Examples of similar commissions undertaken in the past three years
- Details of your professional indemnity and public liability insurance.

The Consultant will be selected on the basis and evaluation of their tender, which will include price, quality, time and experience in undertaking this form of research and in this subject field.


The Council will not necessarily select the lowest tender. Consultants should be prepared for an interview to give a presentation of their submission.

## 11. Contact details

All enquiries with regard to this brief should be directed to:

Name Kelvin Mills  
Job title Head of Communities and Special Projects  
Telephone 01483523432  
Address Waverley Borough Council, The Bury, Godalming, Surrey, GU7 1HR  
Email [kelvin.mills@waverley.gov.uk](mailto:kelvin.mills@waverley.gov.uk)

Name Fotini Vickers  
Job title Leisure Contracts Manager  
Telephone 01483 523448  
Address Waverley Borough Council, The Bury, Godalming, Surrey, GU7 1HR  
Email [fotini.vickers@waverley.gov.uk](mailto:fotini.vickers@waverley.gov.uk)

Service:	Head of Service:	Kelvin Mills	
Communities	Strategic Director:	Damian Roberts	
	Portfolio Holder(s):	Cllr Simon Thornton – Leisure, Parks & Countryside Cllr Carole King – Youth & Young People Cllr Stefan Reynolds – Economic Development Cllr Julia Potts – Waverley Training Services, Major Projects, Culture Cllr Kevin Deanus – Community Safety, Health & Wellbeing, Careline	

**1. Service Plan Overview 2016/17**

Leisure

Parks and Countryside

Community Services

Arts and Culture

Careline

Waverley Training Services.

**2. Focus for the coming year – Action Plan – *There should be UP TO TEN high-level objectives/outcomes identified – please add more boxes if required. Please ensure that all actions are SMART – refer to guidance.***

Service Plan 2016/17

Desired outcome / Objective		LEISURE – To ensure a high level of service at our leisure centres and increase participation in sports / exercise to improve the health and wellbeing of Waverley’s residents.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C1	High quality service delivered.	Ongoing	Tamsin McLeod	Officer Time	Value for Money	Qtly usage figures achieved. PI s achieved
	Maximise profit share from the contract.	July 2016			Leisure and Lives	£120,000 income received from PfP
	Improved energy efficiency and income from renewable energy initiatives.	December 2016				Income target received from PfP
Desired outcome / Objective		PARKS AND COUNTRYSIDE – To manage our greenspaces to ensure they offer biodiversity, are attractive and safe for our communities to enjoy.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C2	GM contract performance monitoring, using client assessments, public survey and professional audit.	Monthly Reviews	Matt Lank	Staffing budget Consultant budget for GPMS and audit	Value for Money	Contract meets expected targets  % PI uplift received by contractor
	Monitoring of contractors adherence to contract and implementation plan.	Annual Review				External recognition through ‘In Bloom’ ‘Green Flag ‘ Awards



**Service Plan 2016/17**

C3	<p>Improve service communication and promotion through website ad social media</p> <p>Expand the use of social media Facebook increase following</p> <p>Consider using Twitter</p>	March 2017 onwards	Matt Lank/Faye Boakes	Staffing time	<p>Understanding residents needs</p> <p>Value for Money</p>	<p>Website overhaul completed increasing visits by 10%</p> <p>Use of facebook expanded to include whole of Countryside service. Increase number of followers by 20%</p> <p>Use social media for consultations on playgrounds and countryside projects increasing resident engagement by 10%.</p> <p>Use twitter alongside facebook</p>
<b>Desired outcome / Objective</b>	<b>COMMUNITY SERVICES – To support Waverley’s voluntary organisations and work closely with partners to improve the health and wellbeing of our residents and ensure our communities are safe.</b>					
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C4	Implement Waverley's Ageing Well Strategy's And Health and Wellbeing Action Plans.	Year 1 Of 5 year plan	Katie Webb / Jane Todd	Officer Time – financial resources through PPPF	<p>Value for Money</p> <p>Understanding our Residents Needs</p> <p>Leisure and Lives</p>	Delivery projects from year 1 (Sept 2015 / Sept 16) of 5 year Action Plan.

**Service Plan 2016/17**

C5	Delivery of new Community Centre for Farnham		Kelvin Mills / Katie Webb	Officer Time £2million with £200,000 contingency  Additional funding from CCG £150,000 and Surrey CC £55,000	Value for Money  Understanding our Residents Needs  Leisure and Lives	Appoint Consultant Team Nov 15  Prepare Tender Documentation Feb 16  Tender Mar 16  Appoint Contractor Apr 16  Build Centre Apr 16 – Apr 17  Open New Centre May 17  Raise External Funds
<b>Desired outcome / Objective</b>		<b>ARTS AND CULTURE – To ensure Waverley’s cultural assets are managed well and enjoyed by residents and to increase the opportunity and participation in arts and cultural based activities across the Borough.</b>				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C6	Complete the Cultural Strategy for approval by the Council in April 2016	April 2016	Charlotte Hall	£106 monies obtained to cover the cost of producing strategy	Value for Money  Understanding our Residents Needs  Leisure and Lives  Environment	Strategy document agreed Council in April 2016  Alignment with Local Plan  Projects identified for CIL  Contractor Funds Attracted  Action Plan targets achieved



<b>Desired outcome / Objective</b>		<b>CARELINE – To deliver a high level of service and offer value for money for the clients of Careline and ensure the service continues to grow and benefit more residents.</b>				
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Lead Officer</b>	<b>Resource Implications Cap/Rev</b>	<b>Corporate Plan Priority?</b>	<b>Success Criteria/Performance Measures/Targets</b>
C7	To maintain a sustainable Careline and Telecare service for the future, independent of external funding.	Ongoing	Christian Evans / Kelvin Mills	Officer time Income / funding needed for equipment and staff resources. Likely decline in financial support from Surrey CC.	Understanding Residents needs  Value for Money	Key performance indicators measured and achieved quarterly.  Service continues to cover costs and a self sustaining business model.  Growth of service  Financially self-sufficient, reliance removed from Supporting People funding

Service Plan 2016/17

C8	<p>Manage the external Service Level Agreement (SLA) between the Careline services and Chichester District Council, Surrey County Council and successfully negotiate new SLA and charges.</p> <p>Review Careline SLA, in preparation for re-tendering of community alarm contract</p>	<p>Tender specification April-July '16 Retendering August-October '16</p>	<p>Christian Evans / Kelvin Mills</p>	<p>Officer time</p>		<p>New SLA in place by October 2016 without service disruption.</p> <p>Service delivered in accordance with new agreed SLA.</p> <p>New charges agreed and implemented.</p> <p>Ongoing and regular PI's maintained with CCC</p>
<b>Desired outcome / Objective</b>		<b>WAVERLEY TRAINING SERVICES – To offer high level training and teaching opportunities for young people which helps them into employment or higher education through well delivered apprenticeships and classroom based activities.</b>				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C9	<p>Achieve Ofsted Good and improve offer for Learners.</p>	<p>Ongoing</p>	<p>K Mills/P Pryke</p>	<p>Officer Time</p>	<p>Value for Money</p> <p>Understanding residents Needs</p>	<p>Learners Achieve successful and timely outcomes</p> <p>Monthly KPI's monitored and achieved</p> <p>Effective management of sub-contractors in line with guidance.</p> <p>Contract Delivered</p> <p>Grow employment opportunities for Learners. Increasing Employer numbers by 25%.</p>

3. Staff Involvement Checklist	
Is there evidence of staff involvement in process?	<i>State how you have involved your staff in the production of the service plan.</i>

4. Equalities & Diversity Checklist	
Will any proposals in this Service Plan require an Equality Impact Assessment?	<i>Think through the different actions in the Service Plan to decide if any of them need to be tested through an equality impact assessment process. Could you be challenged if you haven't done one?</i>

5. Using Customer Feedback for Service Improvement	
Have you improved service delivery as a result of customer feedback (including complaints)?	<i>What actions have you taken or will you be taking to improve service delivery as a result of customer feedback this year?</i>

6. Key Service Risks	
Identify the key risks for your service and link any actions (if appropriate) to those measures designed to mitigate risk realisation	<i>Key risks are documented in the Risk Register on Covalent.</i>

## December 2016 Summary

Income +10.6, +65 ytd to budget, +1 and (17)ytd to forecast  
December Income by site to budget FLC 0.3, HLC 3.6, GLC 4.3, CLC 8.4, ELC (6)  
December Income by site to forecast FLC 1.5, HLC (0.3), GLC 4.6, CLC 1.5, ELC (6.3)

Total Health and Fitness 6.8 and 32.4 ytd to budget & Flat and (6.7)ytd to forecast

Membership Income 3.5 and 20.3 ytd to budget & (2.5) and 2.7 ytd to forecast  
By site in Dec to budget - FLC (3.1), HLC +3, GLC +3.3, CLC +1.7, ELC (1.5)  
By site in Dec to forecast - FLC (2), HLC 0.6, GLC +2.8, CLC (2), ELC (1.8)  
Contract Fitness Programming to budget +0.2, Contract PT +0.3

Total Swimming to budget +4, Wet courses & Privates +2.7k, Casual Swimming (0.7), m'ship (3)  
Total Swimming to forecast (4), Wet courses & Privates +0.8, Casual Swimming (3.1), m'ship +0.3

NMI - +2.5 to budget and (2 to forecast

F&B - +0.4 to budget and (1.7) to forecast

Shop - (1.7) to budget and (2.5) to forecast

### Expenditure

Contract Op Ex (0.7) and +51.4 ytd to budget and (7.2) and (18.2)ytd to forecast

Contract Profit Share +17 and +56.4 ytd to budget and +9.2 and +0.8 ytd to forecast

Op Ex by site to budget FLC +3, HLC (5.1), GLC +0.3, CLC +4.1, ELC (3)

Op Ex by site to forecast FLC +0.3, HLC (4.8), GLC (0.8), CLC +0.9, ELC (3.5)

Contract Direct staffing +1.4 and +15.8ytd to budget and (1.1) and (3.1)ytd to forecast

Instructors Costs (2.1) and (4.4) ytd to budget and (3.5) and (9.2) to forecast

Energy +0.6 and (19)ytd to budget and +2.2 and +7.6ytd to forecast

R & M (2.2) and +24ytd to budget and (2.5)and +3.3ytd to forecast

Minor equipment (1.3) and (10.5) ytd to budget and (1.3)and (3.7)ytd to forecast

Marketing (4.7) and (5.6)ytd to budget and (4.7)and (10.8)ytd to forecast

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**Leisure Development Plan 2016-17**

Target Area	Target actions	Officer	Due date	Results
<b>Clubs</b>	a) Email all clubs on directory bi-annually with news/updates	AM	Apr & Sep	Completed & sent to all clubs
	b) Email all clubs and update sports directory quarterly	TF	Jan, Apr, Jun & Sep	
	c) Support Farnham Sports Council with the development of a boccia club	ED	31.10.16	Boccia club set up at DLL
	d) Support the Royal School with formation of a new lacrosse club	ED	31.3.16	
	e) Work in partnership with Waverley Vipers to create an adults section	ED	31.3.16	Adults team running successfully
<b>CSAF (Get Active 50+)</b>	a) Confirm activities, sessions and locations	AM	15.8.16	Completed for Golf, Inclusive, Dance & Exercise and Swimming
	b) Promote activities to the older population to maximise participation	AM	2016	Targets all achieved
	c) Deliver £8,000 of activities for older people in Waverley	AM	31.12.16	
	d) Plan delivery for activities in 2017	AM/ED & LB	31.12.16	Bowls, Swimming, Inclusive & D&E
<b>Cycling for Health</b>	a) Investigate opportunities and liase with local cycling clubs	SM	31.12.16	
	b) Implement scheme	SM & LB	31.2.17	
<b>David Lloyd Leisure</b>	c) Organise 100 free full day holiday camp spaces for disadvantaged children	AM	30.6.16	Places all allocated for 2016
	d) Maximise the CAA and free hours of use – letters to schools, clubs and organisations (inc. Police)	AM & TF	31.8.16	
	e) Manage and allocate 15 free sponsorship memberships	ED	31.12.16	
<b>Dementia friendly swimming</b>	a) Investigate opportunity and demand for sessions in Waverley	SS & LB	30.11.16	First meeting completed 11.11.16.
	b) Work in partnership with P&P to implement and promote the programme	SS & LB	31.1.17	Training sessions to be held for pfp employees as first step.
<b>FACS</b>	Administer FACS applications	TF	Ongoing	Cards administered within 2 days
<b>Health &amp; Well-being</b>	a) Deliver PPP funding requirements through H&W Manager	LB	Ongoing	In place
	b) Align Leisure Development Plan to Waverley Health & Wellbeing Plan 2016-20 and issues highlighted in JSNA	LB	31.3.16	Completed, with plan updated and aligned
	c) Work in partnership with Public Health to promote local and national campaigns tackling preventative health	LB	Ongoing	In place
<b>Inclusive sports sessions</b>	a) Investigate demand for sessions - 11-19 year olds with a disability and their siblings	AM	30.9.16	
	b) Organise and promote sessions, in partnership with P&P	ED & AM	31.10.16	
<b>Junior parkrun</b>	a) Investigate opportunity and demand for a new session in Waverley	SM	31.10.16	
	b) Work in partnership with P&C team to implement and promote the programme	SM	30.11.16	
<b>Leisure facilities strategy</b>	a) Write a tender strategy brief	TM	30.9.15	Completed and agreed with CMT
	b) Put tender out to market	TM	31.10.16	Completed and out for tender
	c) Commission a consultant to complete project	Matt Lank	31.12.16	



## Leisure Development Plan 2016-17

<b>Living Well Week</b>	a) Work with Community Services team to organise the event	SM	26.9.16	
	b) Organise a programme of activities for over 60's with PfP	SM	31.8.16	
<b>Marketing</b>	Increase social media presence, including website and number of Facebook posts and followers	AM	Ongoing	Regular posts and page updates
<b>PfP contract</b>	a) Bacteriological tests collated and checked monthly (ELC bi-annually)	SS	Monthly	
	b) Set up PPM schedule and check against reports/action taken	SS & TF	Ongoing	Reports matched to schedules
	c) Carry out annual Health and Safety Audits	SS & ED	30.9.16	Completed in September
	d) Witness fire drill at each leisure centre	TM & SS	31.10.16	Completed in October
<b>Skate events</b>	a) Write an event plan, including communications	SS	30.4.16	All completed for 2016
	b) Maximise sponsorship opportunities	SS & TF	31.8.16	Funding achieved to cover costs
	c) Manage the events with partners	SS & AM	31.8.16	SCC and Police
<b>Sports Councils</b>	a) Attend quarterly SC meetings: ED = Farnham & Haslemere, SS = Godalming	ED & SS	Ongoing	
	b) Ensure Sports Councils are meeting funding requirements	ED & SS	31.3.17	
	c) Support the promotion and delivery of Sports Awards 2016	ED & SS	31.10.16	
<b>Surrey Youth Games</b>	a) Write an event project plan for 2017, including communications	ED & AM	31.10.16	
	b) Manage the overall delivery of the 2017 project plan	ED	22.6.17	
<b>Wellbeing running group</b>	Investigate the demand and opportunities for a group with mental health issues	SS & AM	31.8.16	
<b>Xplorer orienteering holiday activity</b>	a) Organise 12 free sessions at Broadwater and Farnham Park	AM	31.5.17	
	b) Promote sessions, working in partnership with local schools and youth organisations	AM & TF		

### Officer key

TM – Tamsin McLeod

ED – Emma Das

SS – Sally Seymour

AM – Amy McNulty

SM – Shirley Moralee

TF – Terry Ford

LB – Lynda Butler

### Health & Wellbeing Plan 2016-17

Target Action	Description	Officer
<b>Priority 1: Developing a Preventative Approach</b>		
Encourage the use of greenspace for physical activity and health by supporting <b>Walks for Health</b>	Number of people participating in Walks for Health	Amy and Carol (PfP)
<b>Weight management service</b> , which includes nutrition, exercise and behaviour change components	Number of residents accessing the service and amount of weight lost by participants through the service	Tamsin and Carol (PfP)
Work with internal and external partners to promote local and national <b>public health campaigns, projects and initiatives</b> both within the Council and in the community	Support a minimum of four campaigns per year	Tamsin and PfP
Continue to provide more opportunities for residents to take up <b>NHS Health Checks</b> within the	Number of NHS Health Checks delivered in non-clinical venues (e.g. leisure centres,	Tamsin and

## Leisure Development Plan 2016-17

community through the Waverley Contract Places for People Leisure Health and Wellbeing post.	workplaces, community settings) Number of Places for People Leisure's staff trained to deliver health checks.	Carol (PfP)
Develop and implement a 'running for mental wellbeing' group	Development and implementation of such as group Number of group sessions delivered per week Attendance at sessions	Emma/Sally
Utilising the <b>PfP Health and Wellbeing post</b> to develop our leisure centres' capacity as 'Health Hubs'. Including the provision of services such as smoking cessation, stroke, COPD, cancer and cardiac rehabilitation classes, falls prevention and seated Pilates	Number of wellbeing-related sessions provided in each site Attendance at each session Objectively measured wellbeing scores of people taking part in the activities Case studies	Tamsin and Carol (PfP)
Develop and implement a <b>Leisure Facilities Strategy</b>	Strategy developed, agreed and implemented	Tamsin
Continue to provide <b>Access to Leisure</b> and <b>GP Referral</b> which both provide low cost access (either for low-income residents or people with specific health conditions) to the leisure centres	Number of residents accessing these services Number of GPs referring to the GP Referral programme	Tamsin and PfP
Continue to <b>expand the range of health and wellbeing activities in outreach locations</b> through the Places for People Leisure Health and Wellbeing Post	Number of sessions delivered in community outreach locations Number of people attending sessions	Tamsin and Carol (PfP)
Activities will be developed with our Leisure contractors, Places for People, to develop a ' <b>carer-friendly</b> ' brand	Activities and 'carer friendly' brand developed Improved wellbeing of carers Case studies	Lynda and Carol (PfP)
<b>Priority 2: Promoting emotional wellbeing and mental health</b>		
<b>Develop relationships</b> with local partners/organisations to maximise opportunities across Waverley	Number of partnerships formed Number of new projects/classes offered	Carol (PfP) and Lynda
Promote the <b>programme</b> of health and wellbeing activities	Number of attendances	Carol (PfP) and Lynda
Organise training for staff to provide <b>dementia friendly sessions</b> for patients and their carers.	Number of staff trained per site	Carol
Provide the public with a <b>link to local sports clubs</b> and organisations, to promote local initiatives and opportunities and collate their views	Newsletter developed and shared with Sports Councils and clubs	Emma / Sally
Investigate <b>dementia friendly swimming sessions</b> in partnership with <b>pfp</b> and <b>ASA</b>	Development and implementation of sessions Number of group sessions delivered per week Attendance at sessions Improved well-being of participants and carers	Sally
<b>Priority 3: Improving older adults' health and wellbeing</b>		
Maximise the <b>Fit for Life</b> programme for over 60s	Number of classes Attendance at each session	Tamsin and Carol (PfP)
Develop a programme of activities with CSAF <b>Get Active 50+ funding</b>	Number of attendees for swimming, golf, exercise classes and disability sport	Tamsin, Amy and PfP
Continue to provide <b>Free Swimming for over 80's</b> at all four wet sites	Number of attendees per site	Tamsin and PfP
<b>Priority 4: Improving the health and wellbeing of children and young people</b>		
Continue to provide <b>Complimentary Access to Leisure</b> for vulnerable/cared for children and their families	Number of Access to Leisure passes provided	Tamsin and PfP

### Leisure Development Plan 2016-17

Continue to provide <b>Free Swimming for under 8's</b> at all four wet sites	Number of attendees per site	Tamsin and PfP
Development and implementation of local <b>child exercise referral scheme</b>	Development and implementation of such a service Number of children (families) accessing the service Health and lifestyle outcomes as a result of the service	Tamsin and PfP
Continue to organise <b>Skate Park Events</b> to engage children and young people, encourage use of the facilities and promote initiatives with partners (e.g. community safety)	Number of events held annually Number of attendees Links with partners at events	Sally
Develop a range of <b>sport sessions for children with disabilities and their siblings</b>	Number of children attending sessions Number of children introduced to new sports	Sally/Emma
Continue to support Housing with <b>Community Games</b> held within the borough to bring communities together and help to get families and communities more active	Number of events held Number of attendees Links with local partners	Team and Housing
Continue to manage the Waverley <b>Surrey Youth Games</b> , which encourage young people (aged 7-16) to develop their sporting skills, promote physical activity and promote fair play	Number of young people registered Number of teams and participants entered	Emma and Amy
Develop a <b>Junior Parkrun</b> offering free timed running sessions in local parks which are supported by volunteers	Number of young people taking part Number of volunteers taking part	Emma and Shirley
Implementation of free <b>Xplorer</b> family orienteering sessions during school holidays	Number of sessions Number of attendees	Amy/Terry
<b>Other</b>		
Ensure <b>free sponsorship memberships</b> for local aspiring athletes at David Lloyd Leisure Centre as part of an existing planning agreement	Number of memberships provided	Emma and Amy