

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Community Wellbeing
(Other Members for Information)

When calling please ask for:
Kimberly Soane, Democratic Services Officer

Policy and Governance

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Date: 3 November 2020

Membership of the Overview & Scrutiny Committee - Community Wellbeing

Cllr Kevin Deanus (Chairman)

Cllr Kika Mirylees (Vice Chairman)

Cllr Sally Dickson

Cllr Jenny Else

Cllr Mary Foryszewski

Cllr Val Henry

Cllr John Robini

Cllr George Wilson

Vacancy

Substitutes

Cllr Chris Howard

Cllr Joan Heagin

Cllr Jerry Hyman

Cllr Trevor Sadler

Members who are unable to attend this meeting must submit apologies by the end of Wednesday, 4 November 2020 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING will be held as follows:

DATE: WEDNESDAY, 11 NOVEMBER 2020

TIME: 10.00 AM

PLACE: ZOOM MEETING - VIRTUAL MEETING

The Agenda for the Meeting is set out below.

The meeting can be viewed remotely in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, via the Council's YouTube page.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2019 - 2023

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
 - a financially sound Waverley, with infrastructure and services fit for the future
 - the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation
 - high quality public services accessible for all, including sports, leisure, arts, culture and open spaces
 - a thriving local economy, supporting local businesses and employment
 - housing to buy and to rent, for those at all income levels
 - responsible planning and development, supporting place-shaping and local engagement in planning policy
 - a sense of responsibility for our environment, promoting biodiversity and protecting our planet.
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Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and,

- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.
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NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

2. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

3. **LEISURE CENTRE INVESTMENT, FARNHAM - CALL-IN** (Pages 5 - 68)

On 3 March 2020, the Executive approved the recommendation set out in the report "Leisure Centre Investment, Farnham". The report (attached at Annexe 1) provided an update on the previously agreed capital scheme to extend Farnham Leisure Centre and expand the facilities. Specifically, the report recommended changes to the proposed facilities, to be met from the approved budget, namely extended adventure (soft) play, larger café and seating, new energy efficiencies and closure of the crèche.

On 9 March 2020, a call in of that decision was received from Cllrs Kevin Deanus, John Robini and Jenny Else, of the Community Wellbeing Overview and Scrutiny Committee. Their reasons for calling in the decision are detailed in the call in form (Annexe 2). The Monitoring Officer has confirmed that this is a valid call-in under the Overview & Scrutiny Procedure Rules.

Recommendation

That, having considered the call in, the Committee agrees to one of the following options:

EITHER:

1. To resolve not to refer the decision back to the Executive;

OR:

2. To resolve not to refer the decision back to the Executive but nevertheless to make such recommendations to the Executive as it sees fit;

OR:

3. To resolve to refer the decision to the Executive for reconsideration with a written explanation setting out the nature of the committee's concerns;

OR:

4. To resolve to refer the matter to Full Council if it is felt that the decision is contrary to the Council's Budget and Policy Framework.

4. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation of the motion of the Chairman:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

Officer contacts:

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Kimberly Soane, Democratic Services Officer

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

11 NOVEMBER 2020

Title:

Leisure Centre Investment, Farnham: Call In

Portfolio Holder: Cllr Liz Townsend, Portfolio Holder for Economic Development, Leisure and Dunsfold Park

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: No

Access: Open

1. Purpose and summary

- 1.1 On 3 March 2020, the Executive approved the recommendation set out in the report "Leisure Centre Investment, Farnham". The report (attached at [Annexe 1](#)) provided an update on the previously agreed capital scheme to extend Farnham Leisure Centre and expand the facilities. Specifically, the report recommended changes to the proposed facilities, to be met from the approved budget, namely extended adventure (soft) play, larger café and seating, new energy efficiencies and closure of the crèche.
- 1.2 On 9 March 2020, a call in of that decision was received from Cllrs Kevin Deanus, John Robini and Jenny Else, of the Community Wellbeing Overview and Scrutiny Committee. Their reasons for calling in the decision are detailed in the call in form ([Annexe 2](#)). The Monitoring Officer has confirmed that this is a valid call-in under the Overview & Scrutiny Procedure Rules.
- 1.3 Shortly following the call-in of the Executive decision, the UK entered a period of Covid lockdown on 23 March 2020. As part of the lockdown, all leisure centres were required to close. Farnham Leisure Centre re-opened on 17 August 2020. The pressure on staff resources during the initial Covid lockdown delayed the collation of the additional information requested by Members to understand the Executive decision, and the delay in scheduling this call-in meeting. Cllrs Deanus, Robini and Else have confirmed that they wish to proceed with the call-in as their concern focus on the level of detail in the information available to support the Executive decision, rather than the decision itself.
- 1.4 [Annexe 3](#) provides additional information from Officers to support the recommendations to the Executive on 3 March 2020.
- 1.5 The Committee should note that due to the adverse impact of the Covid pandemic on the operations of the Leisure Centre contractor, Places Leisure, the planned investment in the Farnham Leisure Centre is no longer going ahead. This has

been explained in the report to the Executive meeting on 8 September 2020.

2. Recommendation

That, having considered the call in, the Committee agrees to one of the following options:

EITHER:

1. To resolve not to refer the decision back to the Executive;

OR:

2. To resolve not to refer the decision back to the Executive but nevertheless to make such recommendations to the Executive as it sees fit;

OR:

3. To resolve to refer the decision to the Executive for reconsideration with a written explanation setting out the nature of the committee's concerns;

OR:

4. To resolve to refer the matter to Full Council if it is felt that the decision is contrary to the Council's Budget and Policy Framework.

3. Reason for the recommendation

In accordance with the constitutional provisions relating to call in (Part 4 – Overview & Scrutiny Procedure Rules) this report presents a call-in relating to the Executive report "Leisure Centre Investment – Farnham", which was approved on 3 March 2020.

4. Background

4.1 At the meeting on 17 July 2018, Full Council considered recommendations from the Executive on a new round of capital investments in Waverley's leisure centres and resolved to agree that a capital budget of £3.22m be agreed and officers progress with more detailed specification and procurement of the Farnham and Godalming leisure centre schemes, subject to negotiations with Places for People (now Places Leisure) on future management fee payments.

4.2 In relation to Farnham, a needs analysis of indoor leisure facilities carried out by SLC concluded:

Farnham Leisure Centre is showing a current and future oversupply in health and fitness, general swimming and swimming lessons, which indicates that the current facility is suitably sized. However in order to differentiate the centre from other competitors there is an opportunity to diversify its offer by providing new facilities to attract a younger and more family orientated market. There is an identified demand for indoor adventure play and climbing models that provide opportunities for children and young people to be more active.

4.3 It was therefore proposed that the Council would fund an extension to the Farnham leisure centre to incorporate children's soft play and "clip and climb" facility, with the addition of a larger café area. The report stated that the "local supply of such facilities appears to be low in the surrounding area therefore offering an opportunity for Farnham Leisure Centre to improve and diversify the current offering."

- 4.4 On 3 March 2020, the Executive approved the recommendation set out in the report “Leisure Centre Investment, Farnham”. The report (attached at Annexe 1) provided an update on the previously agreed capital scheme to extend Farnham Leisure Centre and expand the facilities. Whilst the “clip and climb” facility was no longer an option, due to the specialist operator having approved installations in Alton and Fleet, further negotiation with Places Leisure had identified a number of options to deliver enhanced facilities and improved revenue position.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 The call in process is a statutory role of the Overview and Scrutiny function and an important part of holding the Executive to account. It supports the corporate priority of ‘open, transparent and participative governance’.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no financial implications arising as a direct result of this report. The financial implications of the original decision are set out in the Executive report (Annexe 1).

6.2 Risk management

N/A

6.3 Legal

The legal implications of the Executive decision taken in March 2020 are set out in the report at Annexe 1.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. An Equality Impact Assessment of the recommendation to close the crèche at the Farnham Leisure Centre was carried out in March 2020.

6.5 Climate emergency declaration

There are no climate emergency implications arising as a direct result of this report. The climate emergency implications of the original decision are set out in the Executive report (Annexe 1).

7. Consultation and engagement

- 7.1 N/A

8. Other options considered

8.1 The arrangements for a call in meeting of Overview and Scrutiny are set out in the Constitution (Part 4 – Overview and Scrutiny Procedure Rules).

9. Governance journey

9.1 This may end with the Community Wellbeing Overview and Scrutiny Committee, be referred back to the Executive, or be referred to Full Council.

Annexes:

Annexe 1 – Executive report “Leisure Centre Investment, Farnham” (3 March 2020)

Annexe 2 – Call in form dated 9 March 2020.

Annexe 3 – Information requested relating to the call-in of the Executive decision

Annexe 4 – Indoor Leisure Facilities Strategy 2017-2027

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

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Position: Democratic Services Manager

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

3 MARCH 2020

Title:

Farnham Leisure Centre Investment

Portfolio Holder: Cllr D Beaman, Portfolio Holder for Health & Wellbeing

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: Yes

Access: Public

1. Purpose and summary

- 1.1 In July 2018 Council approved a capital scheme to extend Farnham Leisure Centre and expand the facilities. This report provides an update on the Farnham leisure investment project and requests approval for some changes to the proposed facilities which will be met from the existing approved budget, namely extended adventure (soft) play, larger café and seating, new energy efficiencies and closure of the creche.

2. Recommendation(s)

It is recommended that the Executive:

- 2.1 Agrees the revised facility mix for Farnham Leisure Centre, including the closure of the crèche, reflecting the extremely low usage and the minimal impact identified in the Equality Impact Assessment;
- 2.2 Gives officers delegated authority to deliver the development project, including the procurement of the contractor;
- 2.3 Agrees that energy efficiency, carbon reduction opportunities are explored and where possible and subject to being within budget are embedded within the project, as part of the Council's Climate Emergency Action Plan.

3. Reason for the recommendation(s)

To progress the investment in facilities at Farnham Leisure Centre taking account of developments since the original approval of the facility mix and budget.

4. Background

- 4.1 In July 2018 Council approved a capital budget of £1.5M to progress with the more detailed specification and procurement of the Farnham Leisure Centre scheme,

subject to negotiations with Places Leisure on future management fee payments for the remainder of the management contract (until the end of June 2023).

- 4.2 The proposal included an extension to incorporate a children's soft play and climbing facility, with the addition of a larger café area. It involved the relocation of the current offices. The local supply of such facilities in the surrounding area was low, therefore offering an opportunity for Farnham Leisure Centre to improve and diversify the current offering.
- 4.3 Officers were given the delegated authority to negotiate the management fee terms for the remainder of the contract with Places Leisure, on the basis that the extended facilities are delivered.
- 4.4 It was also agreed that Places Leisure are employed to project manage the Farnham Leisure Centre project.

Developed proposals

- 4.5 Following Council approval in 2018 the project proposals have been further explored. Unfortunately the specialist operator of the climbing facility, which formed part of the conceptual plan, is no longer an option as they have subsequently approved installations in Alton and Fleet and has therefore confirmed that such a facility at Farnham is not now available to the Council. Discussion with Places Leisure has concluded that due to a significant increase in local climbing provision since July 2018, it is now not financially viable to include a climbing facility as part of the project.
- 4.6 Consequently officers have explored other service opportunities with Places Leisure. New proposals include extending the adventure play offer with a much larger activity space and additional connected seating, while still retaining the original increased café area.
- 4.7 Further negotiation with Places Leisure has identified a number of options to deliver the enhanced facilities and improved revenue position. As per the 2018 delegation, Officers will continue to negotiate with Places Leisure to agree the best facility provision and associated revenue return.
- 4.8 Options to utilise technologies to make the facility more energy efficient are also being explored with the aim of reducing energy consumption and carbon emissions. Initial draft proposals indicate invest-to-save opportunities such as a new Combined Heat and Power (CHP) facility, boilers, shower units, pool covers, windows and plant. Some of these initiatives could have an additional initial cost but will improve the revenue position and are in line with the Council's Climate Emergency declaration.
- 4.9 Places Leisure have recommended closure of the creche due to the significant decline in usage and this will enable the revised new facility mix to be provided. In the past quarter the creche has had an average attendance of 4 children per day, which is an average of 15% capacity. Central Government funding is now available to parents, offering 30 hrs free childcare for children aged 3 and 4 years. In addition, the local area is well served by other childcare settings and the leisure centre provides a range of parent and child activities, and the new adventure play provision would be focused on children.

- 4.10 An Equality Impact Assessment has been carried out to assess the impact of having no creche provision in Farnham (Annexe 1). The conclusion being that there is minimal impact only on those parents or carers who have no other means of childcare and who will no longer be able to attend classes or activities at the centre.

Timeline

- 4.11 The milestones for Farnham Leisure Centre facility improvement project are:
- Pre-construction phase completion (design, feasibility, planning process and procurement) = Spring 2021
 - Leisure centre extension construction completion = Spring 2022

Conclusion

- 4.12 The leisure investment agreed by Council will put the Council in the best possible position for tendering the next leisure management contract in 2023 and will maximise the Council's revenue position up to that point. The Equality Impact Assessment regarding creche closure highlights the minimal impact on customers due to the low usage, but will contribute to the wider corporate objectives.

5. Relationship to the Corporate Strategy and Service Plan(s)

- 5.1 The leisure investment in Farnham Leisure Centre directly links with Waverley's new Corporate Strategy and the vision to promote and sustain: a financially sound Waverley, with infrastructure and services fit for the future; high quality public services accessible for all, including sports, leisure, arts, culture and open spaces; and a thriving local economy, supporting local businesses and employment.
- 5.2 The provision of quality leisure facilities in Farnham will directly facilitate the Council pledge to: encourage affordable access to sports and leisure facilities and the arts for all; improve leisure services across the borough, focusing on health inequalities in the borough and seeking to ensure that no area is disadvantaged; and improve facilities for young people.
- 5.3 Future investment in leisure facilities is based on a robust feasibility assessment that offers value for money to the Council.

6. Implications of decision(s)

6.1 Resource (Finance, procurement, staffing, IT)

The July 2018 approval of funds for the Farnham Leisure Centre project remains, therefore no further funds are requested. The financing of this is as previously approved, using both S106 and developer contributions and capital receipts. Despite the loss of the climbing wall facility from the project, the proposed changes above ensure the improved management fee level is maintained and the business case remains feasible.

6.2 Risk management

A comprehensive Risk Log is in place, which is monitored by the Leisure Investment Project Working Group whom meet weekly and Leisure Investment Programme Board whom meet monthly.

6.3 Legal

The Legal Services team is currently supporting this project as part of officers' leisure investment working group and the Leisure Investment Programme Board. Should the Executive agree this report's recommendations, legal advice will be provided in respect of the renegotiation of any arrangements with Places Leisure under the current management contract, together with any other implications arising from a decision to proceed with this project.

6.4 Equality, diversity and inclusion

An Equality Impact Assessment has been completed (Annexe 1) which concludes that the overall impact of the creche closure is likely to be very low.

6.5 Climate emergency declaration

The leisure centre development is the opportunity to implement new energy efficiency options highlighted in the independent report to reduce the leisure centres carbon footprint.

7. Consultation and engagement

7.1 The leisure investments were approved by Council in July 2018 and have subsequently been to Executive Briefing and Community O&S.

8. Other options considered

7.1 The proposed scheme is based on the findings of the Indoor Leisure Facilities Strategy and increased need to meet future demand.

9. Governance journey

8.1 This leisure investment report is going to Executive for update and approval.

Annexes:

Annexe 1 Equality Impact Assessment for creche closure

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

Name: Tamsin McLeod
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Name: Kelvin Mills
Position: Head of Commercial Services
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Agreed and signed off by:

Legal Services: 11 February 2020 (Dan Bainbridge)
Head of Finance: 19 February 2020 (Graeme Clark and Rosie Plaistowe)
Strategic Director: 19 February 2020 (Graeme Clark)
Portfolio Holder: Awaiting approval

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Equality Impact Assessment Form



Name of policy/strategy/procedure/function

Closure of the creche at Farnham Leisure Centre

Name and telephone number of officer completing assessment

Tamsin McLeod x3423

Date completed

11/02/2020

Section 1 - What is the policy or activity trying to achieve?

What **outcomes** are wanted from this policy/activity, what are you trying to achieve?

Proposal to implement the planned closure of the underused crèche facility in order to maximise the contract and meet the wider corporate health & wellbeing objectives, as part of the leisure investment programme at Farnham Leisure Centre.

The creche is open Monday to Friday for 2.5 hrs per day with an average attendance of only 4.5 per day over the past quarter, which equates to 15% capacity. The service is currently running at a loss for Places Leisure as costs remain (staffing and room hire) regardless of usage.

The room currently utilised by the creche will be available to offer other classes and activities for the community, including parents/carers with young children. In addition, the new adventure play, provided as part of the leisure development, is designed specifically for parents/carers and their children (babies to 8 years).

The new facilities will address the demand shortfall and meet the increased need identified in the Options Appraisal, which will also provide high quality public services accessible for all. The new adventure play will encourage affordable access to leisure facilities and improve facilities for young people.

Who is affected by this policy/activity?

Parents and carers of young children (aged 7 weeks to 5 years) using the creche facilities at Farnham Leisure Centre.

There will be a negative impact on the limited number of customers who use the creche facilities for their child/ren, as they will need to find alternative provision. However, the impact will only be on those parents or carers who have no other means of childcare and who will no longer be able to attend classes or activities at the centre.

It is important to note that the Government now offer 30 hours free childcare funding for

children aged 3 and 4 years old. This has significantly decreased the demand for creche services due to a wide range of free childcare providers in the area.

Conversely, there will be a positive impact on those customers who will be able to utilise the new adventure play area and sessions available.

Who are the main people involved in this activity?

Places Leisure and parents/carers of young children using the creche facilities at Farnham Leisure Centre.

Is the responsibility for the proposed policy/activity shared with another department, authority or organisation? If so, what responsibility and with whom is it shared?

Yes. The service is managed by Places Leisure on behalf of Waverley Borough Council.

Section 2 - Information Gathering and Consulting Stakeholders

Do you have any monitoring data available on the number of people (from protected characteristic groups) who are using or are potentially impacted upon by your policy/activity?

We do not have specific information on visitors with protected characteristics. However, Places Leisure hold attendance data regarding the number of customers using the service.

Attendance data shows that there has been a decline in average daily creche use;

2015	2016	2017	2018	2019	2020
7.5	7	6.5	6.5	6	4.5

Bookings for the last quarter (October to December 2019) identified that there were 43 separate parents/carers of the creche. Of these 49% only used it once and only 13 individuals used the service 5 times or more (in the 13 week period).

If monitoring has NOT been undertaken specify the arrangement you intend to make; if not please give a reason for your decision.

The service is open to all customers, including casual users, therefore Places Leisure do not collect protected characteristic information about these visitors.

What research or consultation has been undertaken to understand the impacts of the strategy/policy/procedure/project/function?

Reviewed and analysed data usage over the past six years. The figures for the last quarter show a significant decline and therefore minimal impact on service users.

Section 3 – Assess the Impact on Protected Characteristic Groups

	Positive impact (it could benefit)	Neutral	Negative impact (it could disadvantage)	Reason
Sex				
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on female customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on female customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on male customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on male customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Gender Reassignment				
Transgendered Men/Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on transgendered customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on transgendered customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Race				
The categories used in the Race section are those used in the 2001 census. Consideration should be given to the needs of specific communities within the broad categories.				
Asian	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Black	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Mixed race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
White	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Chinese	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Gypsy, Roma, Traveller	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Other racial or ethnic groups - specify	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Disability				
Long term health impairment could include, mental health problems, asthma, heart conditions, chronic fatigue etc.				

	Positive impact (it could benefit)	Neutral	Negative impact (it could disadvantage)	Reason
Physical	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Sensory	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Learning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Long Term Health Impairment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a health impairment are using the crèche.
Sexual orientation				
Heterosexuals, lesbians, gay men and bisexuals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Age				
Older people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	Parents/ carers are regarded as the service users (rather than the children who attend). No evidence or suggestion that older persons are using the crèche.
Younger people and children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	Parents/ carers are regarded as the service users (rather than the children who attend). Children will have the advantage of the new adventure play area.
Religion or belief				
Faith or belief groups cover a wide range of groupings, the most common of which are Buddhists, Christians, Hindus, Jews, Muslims, and Sikhs. Consider faith or belief categories individually and collectively when considering positive and negative impacts.				
Faith or belief groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Pregnancy and Maternity				
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on customers who currently use the creche for childcare provision. There may be a positive impact on customers with young children whom can utilise the new adventure play area and specific classes for parents and babies/children.
Marriage and Civil Partnership				
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	

If you have indicated there is a potential negative impact on any group, are these intentional and of a high impact?

Intended – i.e. can be justified in terms of legislation
e.g. concessionary fares for over 60s

Yes No

High Impact? – i.e. it is or may be discriminatory
against some groups

Yes No

If there are no potential negatives impacts on any groups go to section 6.

Section 4 - Consider Alternatives or Changes

Change - Explain how policy/activity has changed/needs to change	Reasons for the Change
<p>Closure of creche provision</p>	<p>There will be an impact on those parents and carers using the crèche through the closure of this facility. However, the usage of the crèche is low (average 4.5 people per day, running at 15% capacity) and the consideration is that there is more advantage to a wider group of people by using the space for other users to participate in new activities, which will help to achieve the Council’s wider corporate objectives. There is also the opportunity for new adventure play, provided as part of the leisure development, which is designed specifically for parents/carers and their children (babies to 8 years plus).</p> <p>The development will achieve the wider corporate objectives of improving the health & wellbeing of our community and taking steps towards our aim of becoming a net zero-carbon council by 2030.</p> <p>It is not possible to mitigate the impact on those groups affected unless those people are able to find other childcare provision themselves. To assist with this it is proposed to communicate the closure to users well in advance and to signpost parents/ carers to the Surrey County Council maintained database of childcare</p> <p>For the reasons above it is not possible to change the proposal to close the crèche.</p>

Section 5 - Action Planning

Please outline your proposed action plan below:

Issue	Action required	Officer	Timescale	Resource implications	Comments
Alternative childcare	Communicate closure plans to creche users	Tamsin McLeod (via Places Leisure)	Two months prior to closure	Officer time Communications support	Signpost parents/ carers to the SCC maintained database of childcare: https://www.surreycc.gov.uk/people-and-community/families/childcare/choosing-and-arranging/help-and-advice

Section 6

Name of Assessor: Tamsin McLeod	Date: 11/02/20
Signed off by: Name of HOS or Director	Date:

CALL-IN FORM

TO: Head of Policy and Governance

FROM: Councillor Kevin Deanus

What decision is being called-in?

Leisure Centre Investment Farnham

1. Why is the decision being called-in?

The Constitution states that call-in should only be used as a last resort when the principles set out under Article 13 of the constitution have not been adhered to. These principles are also set out at the bottom of this form.

We call-in this decision because: The decision was approved by the Executive on the 3rd March 2020, with a proposed update sheet dated 25th March 2020. This decision has not been scrutinised by the Community Wellbeing O & S, and the meeting where this will be presented and discussed is not until the 25th March 2020, thus preventing scrutiny and call in. There is a lack of information contained, both in terms of data obtained, process, options considered, financial implications and SWOT type analysis, ensuring that the decision is future proofed and in the interests of Farnham residents.

Who is calling-in the decision? (Please note: Each member noted below must have written/emailed/phoned the Head of Policy and Governance to confirm that they support the call-in)

Councillor (Main contact) Kevin Deanus
Councillor John Robini
Councillor Jenny Else

3. What information do you want to be available at the call-in meeting?
(Please underline any of the following options that you would like to see being provided at this meeting)

Portfolio Holder to be present at the meeting

Portfolio Holder to make a presentation at the meeting

Relevant Officer to make a presentation

Expert witness or interested party to be present

Site visit

Comparative research

Additional written information

Other - please specify

Date of Call in Request: Monday 9th March 2020.

Date received (Office use only)

.....

Received by

.....

NOTES

The constitution suggests that call-in should only be used in exceptional circumstances. Call-in may occur if Members believe that a decision has not been made in accordance with the following principles:

- Proportionality – i.e. the decision must be proportionate to the desired outcome
- Due consultation with the relevant parties and Officers
- Human rights have been respected
- There has been a presumption in favour of openness
- Clear aims and desirable outcomes have been identified
- An explanation has not been given for what options were considered in arriving at a
- decision and the reason for that decision.

If Members are uncertain whether any of the above criteria would apply to a decision that they are concerned about, they may wish to contact the Head of Policy and Governance for advice.

Information requested by the Community Wellbeing O&S Committee of the call-in decision taken by the Executive 3 March 2020 regarding the Farnham Leisure Centre

- Committee papers – original decision July 2018 including full financial appraisal and business case
Capital expenditure scheme to show where the original budget sat
- Research and evidence – financial breakdown of increasing the soft play and café including capital and revenue impact, particularly compared to the original proposals. Where will this difference in finances be felt?

Did the developments in Farnham (Brightwells etc) feature in the consideration (if so have we got papers on this?)
- Places for People – information regarding who instigated the decision. Is this a Waverley led change?

Can we be sure the number of users of the crèche reflects the number of potential users (e.g. Cllr Deanus’ point about business decision to shrink the facility before changing it)
- C&C – where is their evidence/policy on not having two facilities within X number of people?
- Consultation – how were the users of the crèche consulted if at all and how was the decision communicated?

Page 23

	Request from Committee	Purpose	Response
Official/ committee papers	<ol style="list-style-type: none"> 1. July 2018 approved capital scheme 2. Copy of 2018 Council papers including full financial appraisal 	To understand exactly what was agreed in July 2018.	<p>Full information is detailed in the Leisure centre investment Executive report – July 2018, which included that the Executive recommends to Council that:</p> <ol style="list-style-type: none"> 1. A capital budget of £3.22m is agreed and officers progress with more detailed specification and procurement of the Farnham and Godalming leisure centre schemes, subject to negotiations with Places for People on future management fee payments (PfP); 2. The Farnham and Godalming schemes are funded as per the table included in the financial implications section and the final funding arrangement be delegated to the Strategic Director (S151 Officer) and the Deputy Leader

	Request from Committee	Purpose	Response
Research undertaken/ evidence	3. Full financial breakdown of proposed changes and cost benefit for each.	To judge if the Executive came to the right decision (if not, O&S can make a recommendation to this effect)	The business risk sits with Places Leisure, whilst we benefit from secured increased management fee and in addition indirectly if profits exceed projections on the 50:50 split. We base all investments upon the guaranteed management fee uplift excluding any profit share. As per recommendation 1 officers had negotiated the same overall management fee improvement, regardless of the slight change in facility mix. Therefore the business case remained the same as July 2018 report. Full costings would be explored during the design phase and detailed procurement process.
	4. Details of cost savings not having the climbing wall, both in terms of capital and revenue.	To understand the full impact (short and long term) of the change to facilities	
	5. Any variances (particularly financial) between the original proposal and the report dated 3 March. If so where does this saving/expense sit?	To understand the immediate cost implication between original and proposed and to understand where this saving/expense goes to/comes from.	This element would become clearer within the detailed procurement process, which follows the formal recommendation. In discussions with Places Leisure it felt prudent to maintain the outline budget. The removal of a climbing facility would be replaced by a larger enhanced soft play offering and it was felt that the overall saving within the build costs would be minimal, if any. The saving, if any, would be on the build costs and therefore would reduce the overall costs to Waverley.
	6. Details of SWOT analysis (or similar) where the 300 dwellings from Brightwells and additional workers have been considered.	To show that the decision was informed by full consideration of the long-term impacts of developments in the town	The SLC Options Appraisal for Future Leisure Centre Investment 2017 and the Indoor Leisure Facilities Strategy 2017-2027, informed the decision to invest in the leisure centres, took in to consideration the estimates for new houses based on the dwelling controlled statistics 2013-2032 as per the Local Plan. Both documents helped inform the original concept proposals, reflecting on the latent demand analysis and taking into account Brightwells and all housing developments in the Farnham area. Key elements relating to this decision in the Strategy:

	Request from Committee	Purpose	Response
			<p>Page 20 – which summarises current Farnham leisure offering with the recommendation of ‘improving the facility mix at Farnham Leisure Centre’</p> <p>Page 22 – Recommendation ‘to consider extension and enhancements to Farnham and Godalming Leisure Centres to contribute to the wider health and wellbeing needs.....’</p>
	7. Evidence to show that increasing the size of soft play will increase profit and evidence to justify increases to the café.	Evidence to support the claim that the proposed change will deliver the benefit claimed.	<p>As the business risk lies with Places Leisure WBC were able to secure the same guaranteed return with the new layout, as compared with the original which included climbing.</p> <p>The negotiated increased management fee was based on the increased size of the soft play, so we would be guaranteed to see the benefit.</p>
Places for People	8. Business case proposal from Places for People that supported the Council decision in 2018	To understand why the original decision was made to allow the Committee to judge if the change is in line with this	<p>Full information is detailed in the Leisure centre investment Executive report – July 2018, which included that the Executive recommends to Council that:</p> <ol style="list-style-type: none"> 1. A capital budget of £3.22m is agreed and officers progress with more detailed specification and procurement of the Farnham and Godalming leisure centre schemes, subject to negotiations with Places for People on future management fee payments (PfP); 2. The Farnham and Godalming schemes are funded as per the table included in the financial implications section and the final funding arrangement be delegated to the Strategic Director (S151 Officer) and the Deputy Leader. <p><u>Business Case</u></p> <p>Projections for the additional income generated by the proposed investment at Farnham Leisure Centre were based upon anticipated visitor numbers for the soft play and ‘clip and climb’ facilities. They also included assumptions regarding the number of children’s parties and the secondary spend associated with such facilities.</p>

	Request from Committee	Purpose	Response
			<p>The additional expenditure included staffing and other associated operational costs together with proportionate additional central costs and operator profit. The figures were also inclusive of professional fees and contingency.</p> <p>The 15-year revenue business plan shown in Exempt Annexe 3 also included an indicative repayment for the £1.475M development cost. These repayments assume the capital funding for this development will be taken from Waverley reserves and no borrowing charges will apply. The extended facilities at Farnham Leisure Centre were estimated by SCL to generate an average operational surplus. The figure is detailed within Exempt Annexe 3 and is subject to negotiation and agreement with the operator PfP.</p>
	<p>9. Details of correspondence between P for P and Waverley Borough Council where the proposed changes were discussed</p>	<p>To understand if the change was instigated by Waverley or Places for People</p>	<p>The Farnham leisure investment was instigated by Waverley to meet our corporate and service priorities. As per Council approval in July 2018 we have worked with Places Leisure to develop the proposals outlined in the report.</p> <p>It may be possible to highlight key emails but the negotiations were instigated by WBC when it became apparent that we could not deliver the original facilities detailed within the 2018 report. As the recommendations were only specific to the business case the decision was made that it did not need further scrutiny however the PfH was keen to ensure the decision was discussed publically hence the decision to take the report to Executive.</p>
	<p>10. 'Audit trail' regarding the closure of the crèche – who requested this? Documentation to show how this came about/was proposed</p>	<p>As above</p>	<p>As detailed in the report Places Leisure proposed the closure of the creche during discussions regarding the facility mix.</p> <p>Despite Places Leisure marketing the creche to centre users the figures in the O&S report show that the usage has been declining for a number of years and that this is not a quick demise due to Places Leisure trying to 'shrink it'.</p> <p>The implementation of the Government offer of 30 hours free childcare</p>

	Request from Committee	Purpose	Response
			funding for children aged 3 and 4 years old has significantly decreased the demand for creche services due to a wide range of free childcare providers in the area.
	11. Details of communication or proposals where the viability of a climbing wall was considered and the evidence of any impact assessment of the climbing walls in Fleet and Alton (to include any viability assessment)	To understand the evidence behind the reasoning of having X many climbing walls in X population	<p>Clip 'n Climb are the leading climbing supplier and a company that Places Leisure use in other facilities. Due to new installations in Alton and Fleet, Clip 'n Climb would not approve a facility in Farnham as they feel that the market is not sufficient enough to ensure the success of three franchises in such close proximity. The new local installations have been agreed and implemented post Council approval in July 2018 and unfortunately fundamentally change the 'territory available'. Places Leisure have over 100 leisure centres across the country and have a vast amount of specialist industry knowledge. They share the view of Clip 'n Climb and that there is not enough demand to justify another climbing facility.</p> <p>Extracts from two conversations/emails; <i>11/10/19 – 'We have just heard that unfortunately the Clip n Climb did get approval at Fleet therefore it cannot be included at Farnham'</i> <i>24/05/19 – Phone call received from Clip 'n Climb stating that our territory is not available</i></p> <p>As Places Leisure take the business risk on these decisions it is ultimately their decision. Negotiations between WBC & Places Leisure secured the same payback as agreed at Council with a slight change to facilities, this was felt to be in line with the original recommendations approved in July 2018.</p>

	Request from Committee	Purpose	Response
	12. What is the carbon impact of people from Farnham driving to Fleet/Alton rather than using a climbing wall at Farnham?	To enable to Committee to consider the Executive's decision in light of the Climate Emergency declaration	This is extremely difficult to calculate as any climbing facility would have people travelling to and from different locations. The only certainty is that there is no climbing provision in Farnham at present, so no increase from 'as is' due to it being omitted from the concept design.
	13. What proactive work did P for P do to improve the use of the crèche before the decision was made?	To understand if the lack of users was genuine or part of a wider business plan	As detailed in the report Places Leisure proposed the closure of the creche during discussions regarding the facility mix. Despite Places Leisure marketing the creche to centre users the figures in the O&S report show that the usage has been declining for a number of years and that this is not a quick demise due to Places Leisure trying to 'shrink it'. The implementation of the Government offer of 30 hours free childcare funding for children aged 3 and 4 years old has significantly decreased the demand for creche services due to a wide range of free childcare providers in the area.
Consultation	14. Details of consultation taken place with crèche users prior to 3 March	To understand what consultation exercises and results were used to inform the decision	Due to the very small number of customers utilising the service (average of 4.5 per day) consultation was not considered. However, a full Equality Impact Assessment was completed to identify any matters for consideration and submitted to O&S as part of the original report.
	15. Details of any post decision communication with those users of the crèche	To understand how the decision was communicated to crèche users	As with all Executive decisions, no action was taken within the 5 days after the decision was made in order to allow for the call-in process, therefore no post-decision communication has taken place.



**WAVERLEY BOROUGH COUNCIL
INDOOR LEISURE FACILITIES STRATEGY
2017-2027**

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

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WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

FOREWORD

This strategy demonstrates Waverley's aspirations to review and consider what indoor leisure facilities will look like in the future, taking into consideration our aging population and the increasing number of new housing planned for our borough.

We are fortunate enough to have a number of very good facilities in our Borough and 5 Waverley owned leisure centres however it is important to offer an inclusive service which takes into account the changing demographics of our Borough. In particular we must ensure that we continue to consider the effects of social isolation, bearing in mind Waverley's rural nature.

This strategy presents to Councillors, staff, partners and stakeholders the priorities for Leisure Services until 2027. The need for this strategy is increasingly important at this time when finances are very limited and whilst the needs, expectations and aspirations of our customers and partners are increasing.

Our vision is to provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps to improve health and wellbeing. This document will help to set a strategic framework within which we can make the decisions about our leisure resources which will address these issues.

Jenny Else
Waverley Borough Councillor

Portfolio: Health, Wellbeing & Culture

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

EXECUTIVE SUMMARY

This is the Executive Summary of Waverley Borough Council's Indoor Facilities Strategy and whilst WBC has been the key driver in developing it, it is expected that plans and actions emanating from it can only be delivered in partnership with other key stakeholders.

Purpose

The purpose of the Sports Facility Strategy is to look to address a range of fundamental challenges and assess how sports facilities can be used to meet the needs of:

- ◀ A growing and ageing Waverley population, which is relatively prosperous and economically stable, whilst also catering for harder to reach groups which may have different requirements, for example, rural isolation.
- ◀ The specific requirements of developments within the area and their impact on existing infrastructure.
- ◀ Health partners in addressing the cost of physical inactivity and obesity levels.
- ◀ Increased demand for facilities given the projected increase in population.
- ◀ A growing and active 'grey market' which is time rich, especially during the day time.

The Strategy has been and is being developed in partnership with a range of agencies including Active Surrey, local sports clubs, a range of national governing bodies of sport and local sports councils. It is recognised that the health agenda needs to be a major consideration moving forward but it is also acknowledged that the health sector has many conflicting and competing demands on its resources.

LOCAL AREA CONTEXT

Waverley has deprivation and unemployment rates lower than national and regional rates. Life expectancy for both men and women is higher than the England average. Waverley's population is projected to grow by 13% over the 25-year period 2014 - 2039. Work has started on the new Local Plan for Waverley; 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 590 homes per annum for housebuilding in Waverley per annum.

Housing allocations

The Spatial Strategy contained within the new Local Plan does not distribute development evenly across the Borough. A greater proportion of the development would be located in the east of Waverley than would be the case if it were to be distributed in proportion to the current population. This is due to the constraints that apply (such as the Green Belt and Areas of Natural Beauty) as well as the location of the proposed new settlement at Dunsfold Aerodrome. This includes a housing allocation of 2,600 homes to be delivered by 2032. The Dunsfold Park site has a resolution to permit the building of 1,800 new homes

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INDOOR LEISURE FACILITIES STRATEGY

which will depend on key infrastructure projects, with delivery phased to coincide with the increase in infrastructure capacity.

Planning policy

The governments National Planning Policy Framework (NPPF) clearly recognises the role of sport and recreation as a fundamental part of sustainable development and expects local authorities to plan positively for these needs and demands.

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.

VISION AND OBJECTIVES

Waverley's vision, working with and through partners is:

“To provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

The vision is based upon a clear, achievable framework of strategic objectives to **protect, enhance and provide** and are summarised below.

- Objective 1: **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** 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** a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Waverley.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

FACILITIES ASSESSMENT ANALYSIS

The Strategy is predicated on an in-depth needs assessment of indoor provision which is based on the Sport England Assessing Needs and Opportunities Guide (ANOG) for Indoor and Outdoor Sports Facilities.

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. The most popular sports in the area are swimming, gym sessions, athletics, cycling and fitness classes. According to Sport England's 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 Waverley has a very active local population. There is also identified latent demand for badminton, basketball, gymnastics, and netball.

DELIVERY OF THE STRATEGY

Funding

New leisure centre developments are almost without exception undertaken so as to develop new, better quality facilities which are more economical to operate.

The Strategy has not addressed in detail how the proposals and recommendations will be funded. It is anticipated that there will be no single funding source but a mix of sources will be required to deliver the Strategy.

Furthermore, a new facility mix can in many instances enable the operator to deliver revenue efficiencies. A similar approach is taken to the refurbishment of existing facilities where increased income offsets the annualised cost of the outlay of capital.

Developer contributions

The latest legislation covering Section 106 (S106) development contributions states that local authorities will only be able to pool a maximum of five secured S106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new Community Infrastructure Levy (CIL) in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

Monitoring and Review

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

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment, and develop key work programmes and

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106.

A detailed site by site action is detailed in the Action Plan of the Indoor Leisure Facilities Strategy.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

1. INTRODUCTION

This is the Waverley Facilities Strategy for the period 2017 - 2032. Recommendations are drawn from the Indoor Leisure 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 Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities (ANOG) guidance and in consultation with Waverley Borough Council (Waverley), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

As illustrated in Figure 1, Sport England regards an assessment of need is 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.



Figure 1: Sport England's Planning for Sport model

1.1 Purpose

Waverley both aspires and needs to consider its facilities planning particularly in the context of an ageing stock of leisure facilities, future growth needs and 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 Strategy focuses on ensuring that the network of leisure facilities in the Borough will be of sufficient quantity, quality, accessibility and suitability to support the delivery of sports development.

1.2 National strategic context

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.

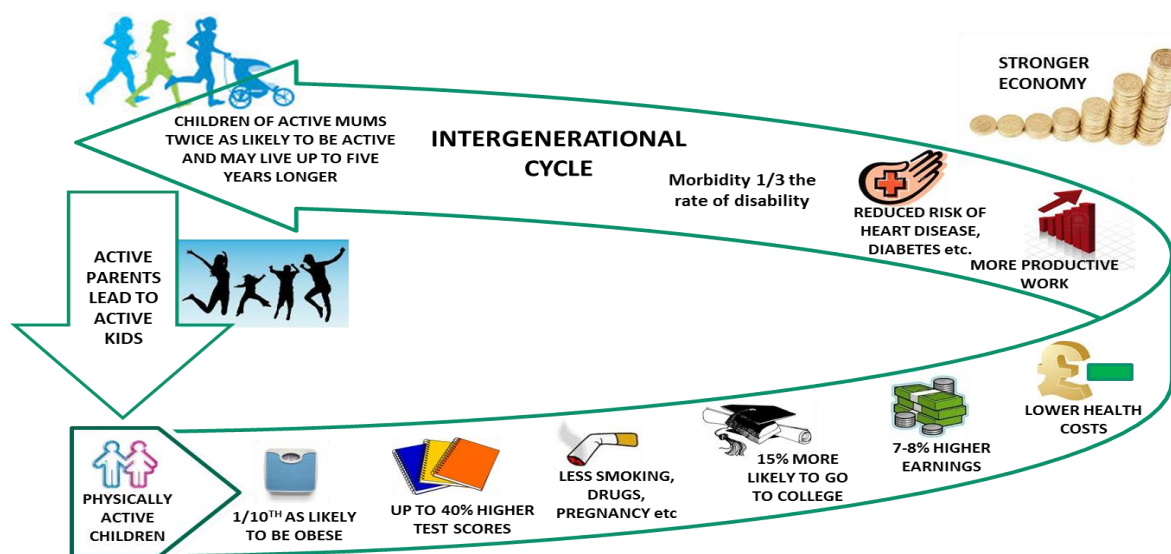
WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

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 are the key drivers for Sport England and partners. It has placed particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.



Based on 'Designed to move' © Nike Inc.

Figure 2: Intergenerational cycle

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.

It is not, however, 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.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

1.3 Local strategic context:

Waverley Corporate Plan 2016 - 2019

Waverley is committed to support the wellbeing and vitality of its residents. A leisure facilities strategy will identify the needs and demands for leisure provision over the next 10 years to ensure sufficient and adequate facilities.

Despite increasing financial challenges facing the Council over the coming years, it is committed to explore investment in leisure facilities that offers value for money.

Health and Wellbeing Strategy 2016-2021

This strategy has been developed with the Waverley Health and Wellbeing Partnership, in recognition of the shared responsibility for improving public health and wellbeing and reducing inequalities. The strategy has been developed with current and future resources in mind, with an emphasis on sustainability, joint-working and preventative approaches to promoting health and wellbeing. Its priorities Strategy are:

- ◀ Developing a preventative approach.
- ◀ Promoting emotional wellbeing and mental health.
- ◀ Improving older adults' health and wellbeing.
- ◀ Improving the health and wellbeing of children and young people.
- ◀ Safeguarding the population.

Active Surrey

The Surrey Physical Activity Strategy 2015-2020 identifies its vision as 'enabling more residents of all ages to meet the Chief Medical Officers' physical activity guidelines so that Surrey will be the most active county in England by 2020. Its priorities are:

Start Moving: Supporting all children and young people to have an active start in life
Move Every Day: Encouraging all adults to build activity into their everyday lives
Stay Moving: Supporting older adults to live longer and more active lives

2. LOCAL AREA CONTEXT

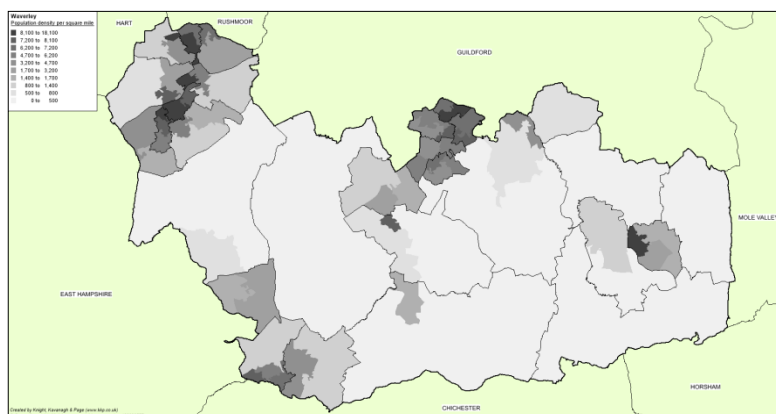
2.1 About Waverley

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). 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.

Waverley 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% of its population resides in areas defined as being in the country's three most deprived cohorts (national average: 30%). Conversely, 82% 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

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

population resides within areas in the three most deprived cohorts while 81% live in localities classed as being in the three least deprived groupings.



Life expectancy in Waverley is higher than the national figure; the male rate is currently 82 years of age compared to 80 for England; the female equivalent is 85 compared to 83 nationally.¹

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%). The next largest group is Asian, at 2%; markedly lower than the national equivalent (8%).

The most recent Office for National Statistics (ONS) projections indicate a rise of 13% 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% by 2027). By contrast, there will be a decline in the number of 45-54 year olds of -5% by 2039. Figure 3, demonstrates the projected population change over the next 20 years.

There will be a continuous increase in the number of people aged 65+. An increase of 24% (+9,300) in the first period continues creating a total increase, by 2039 of 51% (+13,467). This age group represented 21% of Waverley's population in 2012 but will be 28% of the total by 2039. All these factors have the potential to place pressure on differing types of sporting, educational and cultural provision and there may be a specific need to consider how sport/physical activity for older people are planned and provided.

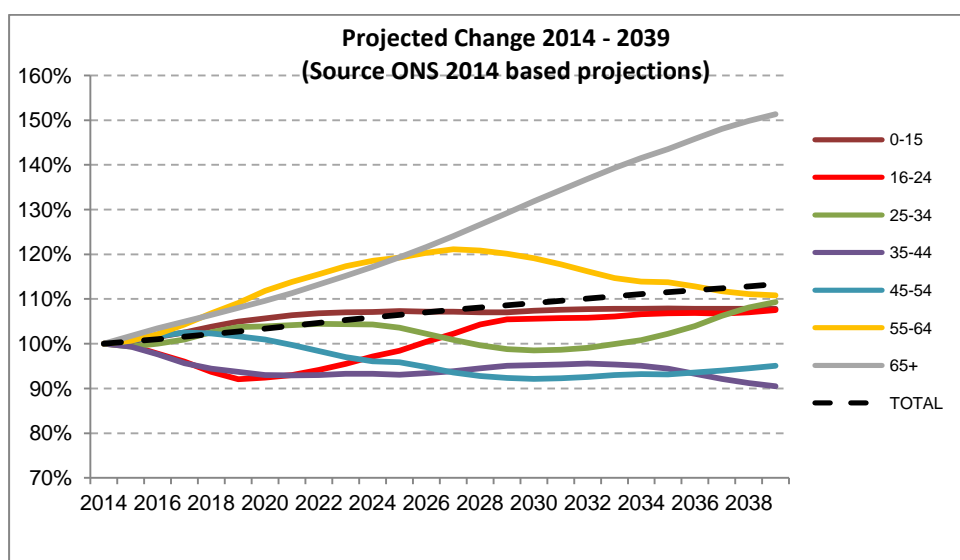


Figure 3: Projected population change (2014 -2039)

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

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INDOOR LEISURE FACILITIES STRATEGY

Participation trends from Sport England's Active People Survey 10 show that nearly 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.

2.2 Housing allocations in Waverley

Local planning authorities are required to identify five years' worth of housing against their requirements under the National Planning Policy Framework (NPPF). Pending the completion of the new 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 590 homes per annum for housebuilding in Waverley.

The Spatial Strategy contained within the new Local Plan proposes a greater proportion of developments to be located in the east of Waverley. This is due to the land constraints that apply (such as the Green Belt and AONB) as well as the location of the proposed new settlement at Dunsfold Aerodrome. The proposed new settlement has a housing allocation of 2,600 homes to be delivered by 2032 with phased delivery.

The new Local Plan is supported by an Infrastructure Delivery Plan ('IDP') which identifies the physical, social and green infrastructure needed to enable the amount of development proposed for the area. This also identifies gaps, cross boundary issues, existing commitments and the need for new provision. It identifies who will provide the key infrastructure projects, when and how they will be funded.

2.3 Planning policy

The government's National Planning Policy Framework (NPPF) clearly recognises the role of sport and recreation as a fundamental part of sustainable development and expects local authorities to plan positively for these needs and demands.

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 essential that Waverley, as the local planning authority, retains oversight of 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 LEISURE FACILITIES STRATEGY

3. VISION AND OBJECTIVES

3.1 Vision

“To provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

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 of. 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.

3.2 Strategic objectives

The above vision is based upon a clear, achievable framework of strategic objectives to ***protect, enhance and provide*** and are summarised below.

Strategic Objective 1:

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.

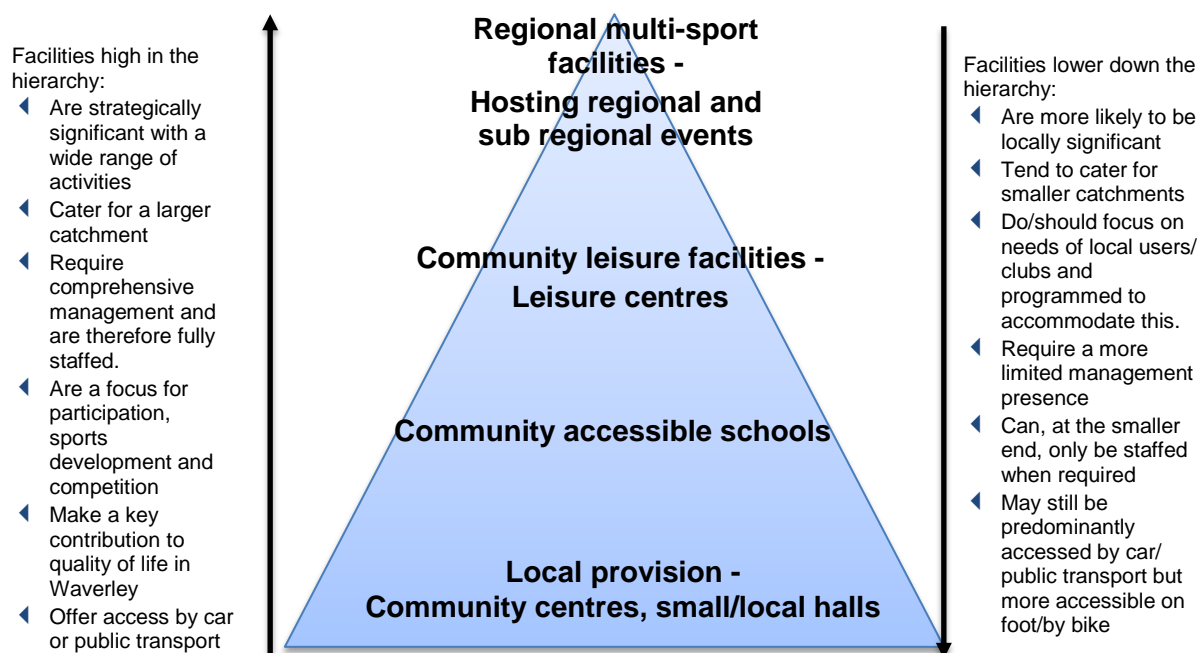
Waverley and its partners will consider how to ensure that the borough network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to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

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. The broad principles are illustrated in Figure 4 below.

It is important that facilities have a defined function from a user perspective. 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.

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Figure 4 Facility hierarchy – core principles



It is worth noting that facilities identified to service much localised (and in particular rural) provision are generally smaller than those identified within the scope of this strategy. 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.

The facility hierarchy site designation and definition is further explained in APPENDIX 1.

Strategic Objective 2:

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.

In delivering the above Waverley 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 Council's leisure operator (Places for People) 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 to and agree to implement. This will recognise the importance of well programmed community use attracting people from older age groups into facilities.

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In delivering this Waverley 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 Dunsfold Aerodrome development, can complement current and projected future demand for sport and physical activity.
- ◀ The development of strategic plans that take account of the increasing demand from the ageing population will affect facilities in the area and how those facilities in the more rural locations can be accessed.

Strategic Objective 3:

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

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 to consider when it comes to the end of its useful life.

Cranleigh Leisure Centre: is the main swimming facility in Cranleigh offering 6 lane 25m swimming pool and 12m teaching pool. It presently hosts the majority of local swimming. 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. The quality of the changing rooms at the centre are rated below average 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 needs assessment report indicates no shortfall for water space or sports halls in the immediate area. Forthcoming developments in the Cranleigh area could lead to additional demand of up to two lanes by 2032, according to Sport England's Sports Facilities Calculator. Swimming clubs report lack of availability.

The majority of supply of sports halls is limited to school sites. Daytime demand is, therefore, not met. Sports hall demand is modelled to grow by 0.5 badminton courts, which will need to be taken into account when considering the facility mix of a new facility in Cranleigh.

Potential population growth (and the increasing number of older people) is likely to lead to increased demand for facilities during the day.

4. FACILITIES ASSESSMENT ANALYSIS

4.1 General findings

Waverley recognises the importance of its leisure facility stock to health and wellbeing and is committed to retain them via the presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the Borough. The Council and its partners will also need to deal with increasing age related health challenges of the resident population.

Significant housing growth is planned for Cranleigh, which will increase demand for facilities in this locality. The future developments will provide potential source of funding through CIL and S106.

The most popular sports in the area are swimming, gym sessions, athletics, cycling and fitness classes. According to Sport England's Active People Survey, participation rates in club membership, receiving tuition and organised sport in the Borough are significantly above national averages. This indicates that Waverley has a very active local population. There is also identified latent demand for badminton, basketball, gymnastics, and netball.

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. These voluntary bodies have clear aspirations to develop specialist facilities in the area. These aspirations are likely to depend upon the strategic perspective of 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 limited community use. This arrangement appears to function effectively and schools appear to be generally responsive to local demand.

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.

Wellbeing groups

Waverley 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.

4.2 Community Sports facilities

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 residing within 20 minutes' drive of a facility.
- ◀ The majority of sports halls are rated as above average with one rated poor and one rated good.
- ◀ The poor rated 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.
- ◀ 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 covered later in the strategy.

Swimming pools

- ◀ Swimming is popular in Waverley with all the accessible swimming pools being well used by both the public and swimming clubs.
- ◀ The pools in the area are generally rated as either good or above average with the exception of Cranleigh Leisure Centre which is reaching the end of its useful life.
- ◀ 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.
- ◀ All of Waverley's residents reside within 20 minutes' drive time of a swimming pool whilst almost half (43%) live within one mile of one.
- ◀ Demand from swimming clubs requiring access to more water could be met by programming pools to enhance levels of use by clubs in the early mornings.
- ◀ Cranleigh Leisure Centre's swimming pool has substantial seating and hosts local and county galas.

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Health and fitness suites

- ◀ The health and fitness offer in Waverley is relatively good
- ◀ The majority of the stock found in the main settlement areas across the Borough.
- ◀ Facilities tend to be rated as either good or above average although three rated below average.
- ◀ All residents live within a 20-minute drive time of one with Six in ten people live within one mile of an accessible health and fitness suite
- ◀ There is currently a sufficient supply of community available fitness suites. This ratio 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%).
- ◀ 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 indicated 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.

Squash and racketball courts

- ◀ The squash offer is reported to be vibrant and varied with squash courts in high demand especially at peak times.
- ◀ There are eight squash courts which 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.

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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) is a floodlit 110m six lane synthetic straight with dedicated pole vault, long jump and triple jump areas.
- ◀ There are club 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.
- ◀ The Farnham School of Taekwondo is currently operating at capacity with a waiting list of over 40.
- ◀ The Club 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.

Boxing

- ◀ Farnham Boxing Club operates at Brambleton Church Hall.
- ◀ The Club has grown its membership to a level whereby the facility does not now 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.

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.
- ◀ The Club is expanding and will soon be operating from multiple venues.

4.3 Key findings per main settlement areas

The estimates for new houses are based on the dwelling controlled statistics 2013-2032 as per the Local Plan. Funding for facilities is generally, difficult to obtain however, it should be noted that section 106 developer contributions can contribute to enhancements as well as provision of new facilities. This should be considered within the main settlements as identified below.

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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 (The Edge) has a floodlit, 110m six lane synthetic track.
- ◀ There are club aspirations to develop the facilities at Woolmer Hill 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 potentially 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 an 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 at limited times.
- ◀ The three health and fitness suites offer community use of a combined total of 105 stations and are rated above average.
- ◀ It has six squash courts (four being rebuilt having previously been decommissioned at Cranleigh School Sports Centre).
- ◀ 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 potentially increase the population by c. 9,300 people creating additional demand for 1.82 badminton courts and 1.83 lanes of a swimming pool.
- ◀ Redevelopment of Cranleigh Leisure Centre is of increasing importance, especially with the projected population increase.
- ◀ 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.

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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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 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, floorball 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 on offer at Farnham Leisure Centre,

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 built 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.

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4.4 Strategic Conclusions

In summary the Council needs to:

- ◀ Recognise that facilities are an important contributor to the quality of life of residents.
- ◀ Ensure that Waverley 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.
- ◀ 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.
- ◀ Consider the value of developing a new sports facility to accommodate indoor sports in Cranleigh, in the context of the uncertain lifespan of Cranleigh Leisure Centre,
- ◀ Subject to relevant planning considerations, support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ◀ 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 sports facility demand.
- ◀ Retain health and wellbeing as a strategic priority to ensure the active remain so and the inactive become active, especially those 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 any future policy making reviews and infrastructure delivery plans. It is important that Waverley, 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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5. DELIVERY OF THE STRATEGY

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.

The delivery of the strategy relies on close partnership working to collectively protect, enhance and provide quality indoor sports facilities in the Borough.

5.1 Funding

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; but a mix of sources and solutions will be required to deliver the Strategy. The solutions to consider will include:

- ◀ Further development and implementation of the developer contributions process associated with the development of urban extensions. It should be noted that planning contribution will significantly help with funding for future facility provision and enhancement.
- ◀ 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 develop new, better quality, facilities which are more economical to operate. Furthermore, a new facility mix can, in many instances, enable the operator to deliver revenue efficiencies generating surpluses. A similar approach is taken to the refurbishment of existing facilities where increased income offsets the annualised cost of the outlay of capital.

5.2 Developer contributions

The latest legislation covering S106 development contributions states that local authorities will only be able to pool a maximum of five secured Section 106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new CIL in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

5.3 Monitoring and review

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

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment, and develop key work programmes and partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106.

It will be important for Waverley and its partners to develop a 3 – 5 year action plan which will be monitored and reviewed annually to review progress against the original action plan, as well as make adjustments to the supply and demand equation for facilities in the area.

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 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 into account.
- ◀ Any new or emerging issues and opportunities.

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Timescales

Short term: 1-2 years

Medium: 3-5 years

Long term: 5-10 years

7. STRATEGIC ACTION PLAN:

7.1 Management and programming

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 objective	Recommendation	Action	Timescale	Responsibility	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.	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) Resource needs to be allocated to securing access to school 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"> ◀ Key holder access to specific sports groups. ◀ Designing in good access to new facilities. ◀ Working with schools to accommodate community based organisations. ◀ 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. 	Short	Schools	Medium

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Swimming pools Provide	Ensuring sufficient water space is available to current and future residents. Ageing stock, particularly of the Swimming Pool. Strategically programme water time for all residents.	<ul style="list-style-type: none"> ◀ Consider the options for replacement of the Cranleigh Leisure Centre pool. Undertake full feasibility study and ascertain the level of cooperation/partnership between potential partners and facility mix options. ◀ Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times. ◀ 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. 	Short	Waverley, Public Health, Places for People, ASA, Sport England	High
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"> ◀ When reviewing Council owned leisure centres to substantively increase the volume of fitness stations and number/scale of studios. ◀ 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) 	Medium	Waverley, 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"> ◀ Work with Sport Haslemere, the Haslemere Border Athletics Club and other more informal running groups to assess the need and feasibility of extending the athletics facility at Woolmer Hill School to a 2-4-6- track (plus floodlights) with other facility developments. ◀ 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) 	Long	Waverley, Sport Haslemere, NGB, The Edge, Woolmer Hill School, Clubs, Sport England	Medium

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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"> ◀ 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). 	Long	Waverley, Sport England, Rodborough School, Guildford Tennis Academy, NGBs	Medium
Squash Courts Provide	The need to retain maintain the current facilities to ensure the sport can continue to thrive in the area.	<ul style="list-style-type: none"> ◀ To ensure that the planned development of the 4 courts at Cranleigh School Sports Centre take place as they account for almost 50% of the supply in the locality. 	Short	Waverley, Sport England, England Squash & Racketball	High
Dedicated specialist sports facilities Provide	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> ◀ 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. 	Medium	Waverley, SE, NGBs, Gymnastics Clubs	Medium
Village Halls / Community Centres Provide	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"> ◀ 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. ◀ 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. ◀ The potential to start with sites already hosting activity is recommended. 	Medium	Waverley, CCG, Places for People	Medium

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<p>Incorporating local facilities into the broader activity portfolio</p> <p>Provide</p>	<p>Develop an improved understanding of the importance of Level 4 facilities with regard to the physical activity offer.</p>	<ul style="list-style-type: none"> ◀ Identify a project coordinator to lead on this element of work. ◀ 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. ◀ Consider how they fit into the wider programming offer. ◀ Identify improvements to Level 4 facilities (ensuring that they are fit for purpose). 	<p>Medium</p>	<p>Parish Councils, Community groups, Private facilities</p>	<p>Medium</p>
<p>Planning</p> <p>Protect, Enhance, and Provide</p>	<p>To recognise the importance of this study and ensure recommendations are acted upon.</p>	<ul style="list-style-type: none"> ◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant Waverley strategies where appropriate. ◀ Develop priorities to assist Waverley to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan. 	<p>Medium</p>	<p>Planning & Leisure Team</p>	<p>High</p>
<p>Monitor and review</p>	<p>Keeping the Facilities Strategy relevant and up to date.</p>	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study annually. ◀ Undertake a complete review within 5 years of its implementation. 	<p>Medium</p>	<p>Waverley</p>	<p>High</p>

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Timescales

Short term: 1-2 years

Medium: 3-5 years

Long term: 5-10 years

7.2 Indoor Leisure facilities

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

Facility	Management	Overview and challenges	actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
All Hallows School Provide	School	This 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.	Waverley with All Hallows	Medium	Low
Amesbury School Provide	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.	Waverley , Amesbury School	Medium	Medium
Bourne Club Limited Provide	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 Waverley	Long	Low

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Broadwater School Provide	School	Located next to Godalming Leisure Centre, this centre has old and tired facilities and does not appear to maximise community use.	Work with Waverley 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, Waverley	Medium	Medium
Charterhouse Club Provide	School	This is a regional 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
Cranleigh Leisure Centre Enhance and Provide	Places for People	This ageing facility is in need of modernisation/investment to bring it up to a higher standard fit for 21 st 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 Waverley 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.	Waverley with Places for People	Short	High
		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.	Waverley 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

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Cranleigh School Sports Centre Enhance and Provide	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, Waverley	Short	Medium
Edgeborough School Provide	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.	Waverley 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, Waverley	Medium	Medium
Farnham Leisure Centre Enhance and Provide	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. Continue to invest and ensure that it remains fit for purpose.	Waverley , P4P, Sport England, NGBs	Medium	Medium
Frensham Heights School Provide	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.	Waverley and Frensham Heights School	Long	Medium

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Glebelands School Provide	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, Waverley	Long	Low
Godalming College Provide	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, Waverley	Medium	Medium
Godalming Leisure Centre Enhance and Provide	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. Consider extending parking and develop a sports pitch in association with Broadwater School (taking account of new management structures).	Waverley, P4P, Sport England, NGBs	Medium	Medium

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<p>Guildford Tennis Academy (Milford)</p> <p>Enhance and Provide</p>	<p>Commercial</p>	<p>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).</p>	<p>Work with Rodborough School to explore the options enhancing current facilities and possibility of additional facilities e.g. fitness provision on the site.</p>	<p>GTA, Rodborough School, Waverley</p>	<p>Long</p>	<p>Medium</p>
<p>Haslemere Leisure Centre</p> <p>Provide</p>	<p>Places for People</p>	<p>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.</p>	<p>Waverley 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.</p>	<p>Waverley, P4P</p>	<p>Medium</p>	<p>Medium</p>
<p>King Edward's School</p> <p>Provide</p>	<p>School</p>	<p>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.</p>	<p>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.</p>	<p>King Edwards School, Waverley</p>	<p>Long</p>	<p>Medium</p>

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More House School Provide	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, Waverley	Long	Medium
Rodborough School Enhance and Provide	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, Waverley, Sport England, NGBs,	Long	Medium
St Catherine's School Provide	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, Waverley	Long	Medium
The Edge Leisure Centre Provide	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, Waverley, Woolmer Hill School	Short	Medium

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The Royal Senior School (level 3) Provide	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, Waverley	Long	Medium
Weydon School Provide	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 Waverley 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, Waverley	Medium	Medium
Woolmer Hill School Provide	School	Help to maximise the use of The Edge facilities and its smaller hall, which currently accommodates gymnastics.	Waverley and P4P to explore the opportunities to increase community use during the day time.	Woolmer Hill School, Waverley, Places for People	Medium	Medium

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APPENDIX 1: FACILITY HIERARCHY – SITE DESIGNATION AND DEFINITION

Designation	Role and function
Regional multisport facilities	<ul style="list-style-type: none"> • Provides a regional or sub regional significant facility which is the primary performance venue for a single or select number of priority sports. • A venue with the potential to host sub-regional, county, borough-wide and local events. • 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. • Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. • Is a core venue for training and development of teachers, coaches, volunteers, officials and others in key sports organisations.
Community Leisure facilities which service the Borough or local town population	<ul style="list-style-type: none"> • 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. • Generally, a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality). • Is a venue with potential to host borough-wide, community/ local events. • 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. • One of several core venues offering health/fitness provision and activity across the Borough. • Core venue accommodating the Borough's Learn to Swim programmes (where a pool is incorporated). • Provides options for a range of sports organisations to participate, compete and develop skill within their chosen activity (where a sports hall is available). • 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. • Facility use should reflect the demographic profile of the local community. • If applicable, increases/ improves quality of PE and school sport opportunity for young people attending the school at which it is based.
Community accessible schools	<ul style="list-style-type: none"> • Where within the vicinity of a 'community sports facility' it should complement the programming and opportunities offered to the local community. • Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity. • Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy.

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Designation	Role and function
	<ul style="list-style-type: none"> • Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity. • Facility use to reflect demographic profile of the local community.
Local provision Community centres, small/local halls	<ul style="list-style-type: none"> • Tend to be stand-alone small dry-side community/ sports facilities which operate independently. • Contributes to quality of life of residents within the locality providing a limited range of opportunities to participate in sport and physical activity. • Provides opportunities – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). • Programming generally appeals to a specific demographic e.g. young people, faith groups, Older people groups, WI's etc.

APPENDIX 2: MODERN LEISURE CENTRE DEVELOPMENT

In order to provide Waverley 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.

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Table 2: Modern leisure facility considerations

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

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