



ANNEXE 1

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

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

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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

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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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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.

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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

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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.

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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.

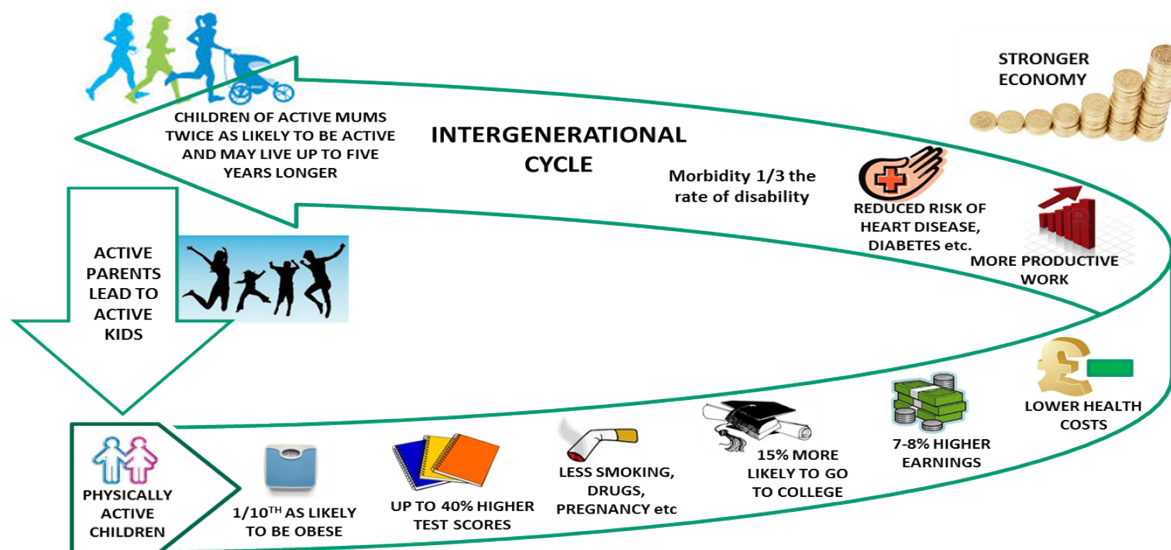
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Sport England: Towards an Active Nation (2016)

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.

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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.

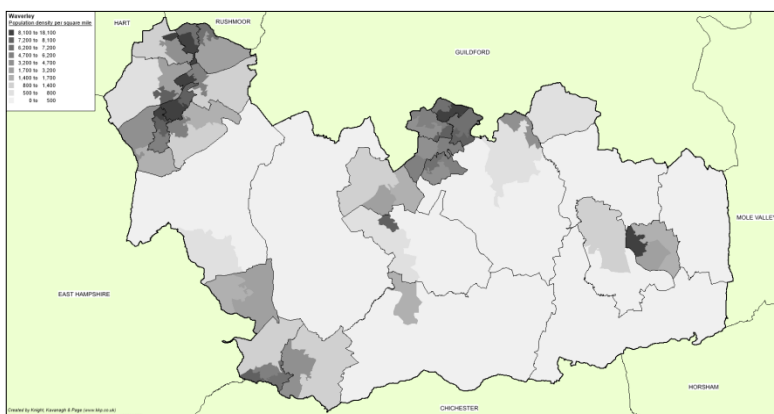
Waverley borders East Hampshire, Hart, Rushmoor, Guildford, Mole Valley, Horsham and Chichester council areas. The total population (2015) of Waverley is 123,315, with a slightly higher percentage of females to males (51%: 49% respectively). Relative to other parts of the country Waverley has very low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

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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.

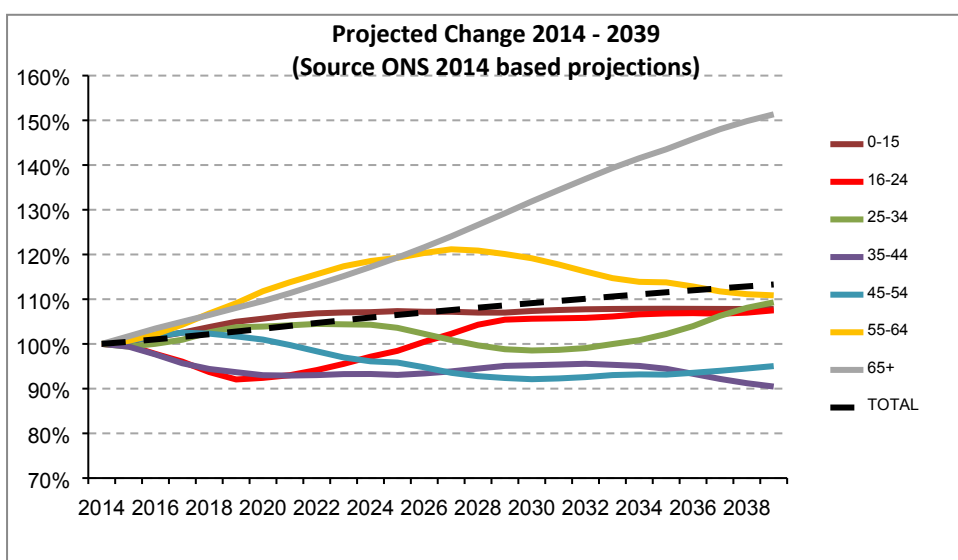


Figure 3: Projected population change (2014 -2039)

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

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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.

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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.

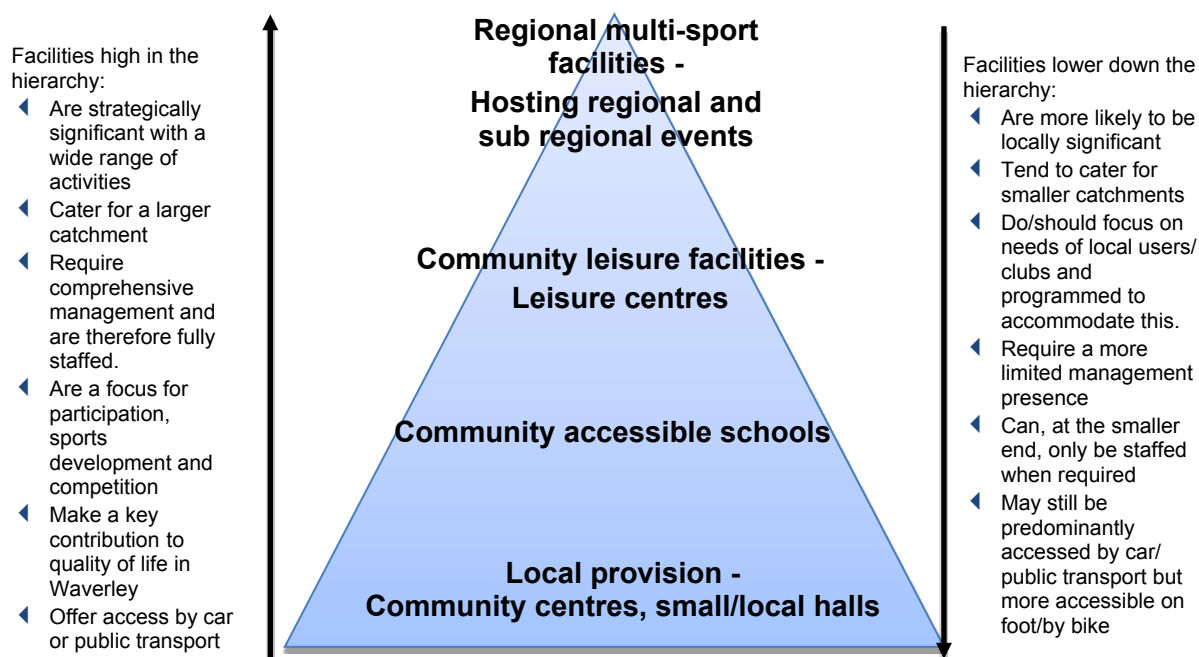
Waverley and its partners will consider how to ensure that the borough network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to 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 the Borough offering 6 lane 25m swimming pool and 12m teaching pool. It presently hosts the majority of the borough swimming due the fact that it has spectator seating. It offers a relatively modern 45 station fitness suite which attempts to compete effectively with local private sector competition, but is not substantial in size and has insufficient studio/flexible space. 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

The majority of supply of sports halls is limited to school sites. Daytime demand is, therefore, not met. Swimming clubs report lack of availability. 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.

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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 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.

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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 re-programming pools to enhance levels of use in the early mornings as well maximising occupancy during current peak times in the evening.
- ◀ Cranleigh Leisure Centre's swimming pool has substantial seating and hosts the majority of local and some county galas,

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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 indicates that there are some programming issues affecting Haslemere Table Tennis Club with regard to access times and it not being possible to complete matches by facility closing times.

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 School) is a floodlit 110m six lane synthetic straight with dedicated pole vault, long jump and triple jump areas.
- ◀ There are aspirations to develop the 110m track into a 400m synthetic track in a 2:4:6 lane format; this is supported by Sport Haslemere.

Taekwondo

- ◀ Taekwondo is 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 School (The Edge) has a floodlit, 110m six lane synthetic track.
- ◀ There are aspirations to develop the facilities at The Edge Leisure Centre which includes extending the athletics straight to create a 400m, (2,4,6 design) floodlit track and 3G football pitch alongside developing the ancillary facilities to provide additional changing and multi-functional room for parties and coffee shop.
- ◀ It is anticipated that there will be 830 new homes in the area. This will 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.
- ◀ 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.

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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 hall 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>	Commercial	<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>	Long	Medium
<p>Haslemere Leisure Centre</p> <p>Provide</p>	Places for People	<p>Potential increase in maintenance costs for the leisure centre as it ages.</p> <p>Consideration of how this facility fits into wider community programming and talent development across the Borough.</p> <p>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.</p> <p>Ensure all sports (including minority sports) are considered as part of the programming mix.</p>	<p>Waverley, P4P</p>	Medium	Medium
<p>King Edward's School</p> <p>Provide</p>	School	<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.</p> <p>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>	Long	Medium

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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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INDOOR LEISURE FACILITIES STRATEGY

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.