



# **SURREY HEATH BOROUGH COUNCIL INDOOR SPORTS FACILITIES STRATEGY AND ACTION PLAN 2016- 2025**

**AUGUST 2016**

**Integrity, Innovation, Inspiration**

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# SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

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## CONTENTS

INTRODUCTION .....	5
LOCAL CONTEXT .....	7
ASSESSMENT REPORT RESEARCH FINDINGS .....	9
STRATEGY VISION AND OBJECTIVES.....	14
ACTION PLAN .....	19

## GLOSSARY

APS	(Sport England) Active People Survey
CIL	Community Infrastructure Levy
FPM	(Sport England) Facilities Planning Model
SHBC	Surrey Heath Borough Council
SCC	Surrey County Council
LTA	Lawn Tennis Association
LDP	Local Development Plan
NGB	National governing body (of sport)
NPPF	National Planning Policy Framework
ONS	Office of National statistics
SE	Sport England

**SURREY HEATH BOROUGH COUNCIL  
INDOOR SPORT FACILITIES STRATEGY**

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## INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for Surrey Heath Borough Council (SHBC) for the ten year period 2016 – 2025. The strategy recommendations are drawn from the Assessment Report, researched and prepared between November 2015 – April 2016 by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP). The Assessment Report and Strategy have been prepared in accordance with the guidance from Sport England contained in the document 'Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG, Sport England, December 2014).

As the commissioning body for the Strategy, Surrey Heath Borough Council (SHBC) has identified a number of priorities which align to its Surrey Heath's Corporate Plan: Great Place, Great Community, Great Future – the 10 year strategy published in 2010. This has four key objectives which include:

- ◀ Making Surrey Heath an even better place where people are happy to live.
- ◀ Sustaining and promoting its local economy so that residents can work and do business across Surrey Heath
- ◀ Building and encouraging communities where people can live happily and healthily.
- ◀ Delivering services better, faster and cheaper

The Corporate Plan recognises the importance of replacing the Arena Leisure Centre by indicating that the proposal to do this has become part of a wider civic vision for the town centre, including a new school, library, heritage and cultural facilities. SHBC is committed to maintaining its current facilities while it works on this ambitious and longer term project.

The core message running through most local strategies is the requirement to ensure that:

- ◀ Opportunities are made available to/for all Surrey Heath residents to take part in physical activity to contribute positively to the health and wellbeing of all residents.
- ◀ There is an appropriate response to increasing pressure on finances and resources within SHBC as local government finance is put under further pressure.
- ◀ SHBC continues to work with partners to ensure that facilities and infrastructure are provided to support sustainable communities in the Borough.
- ◀ Facilities and programmes of activity will continue to contribute to reducing health inequalities across the Borough for all age groups especially via partnership work with Public Health and the operators of the Arena.
- ◀ Housing growth is expected within the Borough but it is not yet known what level of housing growth will be sustainable for the Borough.

## **Partners**

This is a plan for the Borough. Whilst SHBC is the key driver, it is expected that plans and actions emanating from it will be delivered through partnership with and between other key stakeholders and be predicated upon them accepting and taking responsibility for different aspects of its implementation. The partnership approach to Strategy delivery is necessary to make best use of the assets and resources available to drive the development of sport and physical activity in Surrey Heath. This Strategy has involved, and taken account of, consultation with a range of agencies and will require input from, for example, Places for People, specific national governing bodies of sport (NGBs), Surrey Heath Clinical Commissioning Group (CCG), local clubs, Active Surrey, Sport England, businesses, other leisure centres and Surrey Heath schools.

## ***Key strategic outcomes***

The core message running through local strategic documentation is the importance of sport and physical activity to the wider economy, standard of living and its general cross cutting benefit. The key strategic outcomes are considered to be:

- ◀ The health and wellbeing of the Borough's residents is improved and maintained through participation in physical activity. This includes developing a lifelong interest in sport and physical activity among young people and ensuring that older people remain active for longer.
- ◀ Opportunities are made available to/for all Surrey Heath residents to take part in physical activity to contribute positively to their health and wellbeing.
- ◀ There is an appropriate response to increasing pressure on resources within SHBC and Surrey County Council (SCC) as local government finance is put under further pressure.
- ◀ SHBC works with partners to ensure that facilities and infrastructure are provided to support and enhance sustainable communities in the Borough.
- ◀ Facilities and programmes of activity will continue to contribute to reducing health inequalities across the Borough for all age groups.
- ◀ Informed planning ensures that increases in population are supported by appropriate indoor sport and leisure infrastructure that takes account of the needs of an ageing population.

### LOCAL CONTEXT

Surrey Heath is a local government district with borough status in northwest Surrey. The western section of the Borough is largely urbanised, with heaths nonetheless providing substantial green buffer to Camberley, Lightwater, Deepcut, Frimley, Frimley Green and Mytchett. The east of the Borough is more rural in nature, and contains Surrey Heath's four civil parishes of Bisley, Chobham (includes Castle Green and Mimbridge), West End and Windlesham (contains Bagshot, Lightwater and Valley End).

The Authority borders the Rushmoor, Guildford, Woking, Runnymede, Windsor and Maidenhead, Bracknell Forest and Hart council areas. Surrey Heath has a population of 87,533, with slightly more females than males (mid-year estimate 2014). Within the Borough there are five Sites of Special Scientific Interest, four of which are part of the Thames Basin Heaths Special Protection Area of European Importance as a habitat for certain endangered bird species; these make up some of the six Wildlife Reserves managed by Surrey Wildlife Trust in Surrey Heath.

Relative to other parts of the country Surrey Heath experiences low levels of deprivation; none of the Borough's population (0%) falls within the areas covered by the country's 30% most deprived communities; conversely, 82.4% of residents live in the 30% least deprived communities in the country. A similar pattern, to that seen for multiple-deprivation, is seen in relation to health.

The projected increase in the general age of the population in Surrey Heath will place increasing pressure on a range of services. The importance of ensuring that this cohort remains or gets more active (with a view to sustaining and improving the general health of the local population) will become increasingly relevant. It is, thus, incumbent on operational staff at local sports facilities to ensure that facility programming and access - at the right times - is considered as part of the Borough's sport and physical activity offer.

In general, housing delivery in Surrey Heath takes place on small development sites, with few larger sites available. As such, Surrey Heath is unlikely to receive significant funding from developer contributions moving forward. Consideration will, therefore, need to be given, via programming and management arrangements, to ensure that any local increase (albeit, however, small) in population is catered for within the current level of sporting infrastructure.

In broad terms, Surrey Heath's ethnic composition differs slightly from that of England as a whole. According to the 2011 Census, the largest proportion (90.2%) of the local population classified itself as White; this is higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 6.3% this is slightly lower than the national equivalent (7.8%).

Over the decade to 2025, ONS project that the overall number of people in Surrey Heath will rise by +3,782 (+4.3%). There will be continuous change in the age structure of the resident population up until 2025 with increases in a number of age groups expected. ONS indicates up to c.23% increase in the 65+ age group, 22% more 54-64 year olds and 2.1% more 0-15 year olds. There is, however predicted to be a reduction in 45-54 year olds by nearly 13%, leading to an overall increase in the borough of 4.3%. This may have a negative impact on demand for indoor sports facilities (or at least traditional uses thereof) at peak times but may also lead to an increase in demand during the day time; as experience shows that older

# SURREY HEATH BOROUGH COUNCIL

## INDOOR SPORT FACILITIES STRATEGY

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people tend, comparatively, to make more use of facilities during the day than in evening periods.

Sport England segmentation indicates that participation, sports tuition and sports club membership are all above national/regional averages (albeit by relatively small margins). In common with many other areas, gym, swimming and cycling are among the most popular activities and are known to cut across age groups and gender. In Surrey Heath, nearly one in seven adults goes to the gym at least once a month, with nearly one in nine adults taking part in fitness and conditioning.

This Strategy also addresses how developing partnerships may improve the opportunity to invest in facilities and, in particular, proposals which may lead to the development of a new flagship leisure centre for the Borough, as the Arena Leisure Centre comes to the end of its anticipated life expectancy. It is noted that a partnership approach is needed to produce the best facilities and ensure maximum efficiencies for facilities management and to ensure that facilities are protected and/or enhanced via the new development (in line with national planning policy). It thus looks to address a range of fundamental challenges; and assesses how sports facilities can be used to meet the needs of, or associated with:

- ◀ A changing population, which is economically stable but one which has an age profile increasingly dominated by older age groups.
- ◀ The limited accessibility of facilities, especially during the day time, because the majority of sports halls, in particular, are located on school sites.
- ◀ No or limited ambition from the major NGBs to invest time and effort in developing clubs and programmes of activity in the area.
- ◀ Health partners' ambitions to address physical inactivity and obesity levels.
- ◀ A growing and active 'grey market' which is time rich, especially during the day.

### ***Planning***

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

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

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

## ASSESSMENT REPORT RESEARCH FINDINGS

The following section summarises the key findings of the Needs Assessment Report. These enable key conclusions to be drawn:

### Sports halls

- ◀ The FPM indicates seven 3+ court sized halls available for community use on six sites.
- ◀ KKP's audit identifies five 3+ court sports halls on five sites. All five offer community use. The indoor halls at both Princess Royal Barracks and one of the halls at Tomlinscote School are smaller than 3 courts.
- ◀ Sports hall quality is variable (none is identified as good), reflecting the age of many venues. Stock is however, mostly fit for purpose. The Arena Leisure Centre sports hall is considered to be below average.
- ◀ 61.5% of the population resides within a 20 minute walk time of a sports hall.
- ◀ 9.5% of Surrey Heath residents do not have access to a car suggesting that demand in the Borough is likely to be relatively mobile
- ◀ Surrey Heath does not have an 8-court hall; this may limit its capacity to accommodate certain sports hall sports or the levels of competition which can be held in the Borough.
- ◀ There are a range of management types and operators of the indoor sports hall with Arena Leisure Centre operated on behalf of SHBC (via Places for People. Lightwater Leisure Centre is owned by Lightwater PFA and managed/operated by Blue Leisure; the three remaining community accessible halls are managed by the individual schools. .
- ◀ There is limited opportunity to extend the volume of community use in any of the facilities as all have more than 20 hours of community use per week with a range of sports on offer.
- ◀ Market segmentation data identifies latent demand for sports hall based activity.
- ◀ The FPM indicates some level of justification for increasing provision of publicly available sports hall space in Surrey Heath – current facilities are forecast to be extremely well used limiting opportunity to increase usage to meet demand from a growing population.
- ◀ SHBC is an important area for Badminton England to drive increases in participation. It also has a thriving gymnastics club and good non-sports hall sports including judo and boxing.
- ◀ Due to education sector fragmentation a substantial increase in the level of coordination of community use made available at school sites is unlikely without specific investment.

# SURREY HEATH BOROUGH COUNCIL

## INDOOR SPORT FACILITIES STRATEGY

### Swimming pools

- ◀ This assessment identifies two community accessible swimming sites, which is in accordance with Sport England's FPM.
- ◀ There are, however, other privately managed swimming facilities including various lidos, Pennyhill Park Spa and the Vital Health and Wellbeing Centre. It is recognised that these may serve some sections of the community but their restricted access or size does not make them community accessible for the purposes of this study.
- ◀ The FPM identifies a current under supply of water (equating to approximately 167 m2) equivalent to a 3 lane 25m swimming pool (with lane width of 2m).
- ◀ The assessment and consultation based analysis also suggests that there is a need for more community accessible water space due to current population activity levels. This demand on water space is likely to increase as the Borough population increases.
- ◀ The main facility; Arena Leisure Centre has main and teaching pools. It faces capacity issues when all sectors of the community compete for water space at peak demand times.
- ◀ Arena offers swimming lessons and some water classes, but is limited in how it can vary its programme due local (and vociferous) community groups. Although swimming clubs use the facility, there is no resident club.
- ◀ Catchment analysis indicates that only 28.2% of the population resides within one mile of an accessible swimming pool in Surrey Heath - 71.8% of the population, therefore, does not.
- ◀ There are a range of swimming pools within 20 minutes' drive time of Surrey Heath - a number of these are military pools with restricted community access.
- ◀ Farnborough Finns manage the pool at Kings International College but there does not appear to be any pay and play based access to the facility.
- ◀ Anticipated growth in the local population will increase the pressure on current swimming provision. Should the population rise in line with ONS projections the level of under-provision will rise by approximately one lane by 2024 and two lanes by 2037.

### Health and fitness

- ◀ There are 11 health and fitness suites identified in Surrey Heath, all of which have 20 or more stations.
- ◀ The choice is good, ranging from commercial operators covering the full range of spa, health and beauty to low cost operators such as Pure Gym and local authority owned provision.
- ◀ Three are not available for community use, two are part of a wider health spa experience.
- ◀ According to Sport England's definition six venues are, thus, accessible to the wider public providing 582 stations.
- ◀ The more densely populated areas of Surrey Heath appear to be well catered for; people who, reside in the more sparsely populated areas must travel to use facilities.
- ◀ Leaving aside the commercial facilities, there is one good facility, three above average and two facilities which are below average.
- ◀ The disparate nature of management of health and fitness facilities makes it difficult to co-ordinate the sport and physical activity offer they make. It is nonetheless important that the local authority continues to ensure that its own venues (and preferably some of the commercial) are accessible to the more disadvantaged and hard to reach groups in the Borough.
- ◀ It should be noted that it is not uncommon for private operators to extend into the health and fitness market, if they perceive a gap in a particular type of health and fitness offer, as it can be profitable.

# SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

## Indoor bowls

- ◀ Despite the increased proportion of older people in the population, bowls is experiencing a national decline in popularity.
- ◀ It is still a particularly popular sport amongst older people. The older population (65+years) is expected to increase substantially in Surrey Heath up until 2037 thus, potentially, reinforcing demand.
- ◀ Indoor bowls is available at Camberley and District Indoor Bowls Club which is a thriving club with relatively little capacity to extend. With over 500 playing and 75 social members the club is near capacity.
- ◀ There is a need to continue to market the club in a positive manner to attract new members.
- ◀ In order to attract funding, the Club may need to discuss with Surrey Heath its current funding arrangements;
- ◀ There does not appear to be any unmet demand for indoor bowling in the area.

## Other

Surrey Heath is well serviced with a range of sports appealing to different age groups and backgrounds. There is the ability to develop through to national level in gymnastics, judo and boxing but all clubs are struggling to provide appropriate facilities to cope with the demand for their sport. Whilst the Lord Roberts Centre Bisley operates as a private club, it also offers expertise and the potential for local people to take part in a range of shooting disciplines. It should be noted that Bisley Camp Ranges are cross boundary with the actual centre in Guildford.

## Summary

### SHBC:

- ◀ Recognises the importance of the current leisure facility stock to the health and well-being of its residents
- ◀ Understands the requirement to take account of this in its planning to meet future needs.
- ◀ Appreciates the importance of working with partners to maintain and extend the facility base in the Authority.
- ◀ Appreciates the need to ensure coordinated programming within its own facilities to maximise levels of physical activity opportunity and increase levels of participation
- ◀ Recognises the need to work in partnership with other bodies to achieve this.

The situation is complex; a range of providers service the sporting and physical activity needs of the local population including private leisure operators and schools. Both via its relationship with Places for People and independently SHBC has a good relationship with many of these.

With regard to specific facilities the Assessment Report confirms the following:

- ◀ The key indoor sports halls are to be found in the main population areas. The quality is variable but it is incumbent on SHBC and partners (such as Places for People) to drive community access and encourage schools to plan strategically.
- ◀ The current stock of sports halls is well used by the community limiting options for increasing participation.
- ◀ The Borough offers a full range of swimming opportunity with learner and main pools available. The pool at the Arena Leisure Centre is under significant pressure at peak times with different community groups vying for available space and management indicates that creative programming is required to ensure it creates as much of the

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

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space for participation for different groups as possible including for example, learn to swim, swimming club, older people, Exercise on referral and other aquatic disciplines etc.

- ◀ There is a range of health and fitness providers across the Borough; the main issues relates to whether facilities are accessible to/affordable for the whole community, given the importance of keeping people active.
- ◀ The indoor bowls facility offers participation across Surrey Heath and beyond the local authority boundary. Despite the changing population profile in Surrey Heath, it is unlikely that there will be increased demand for more indoor rinks.
- ◀ There are thriving gymnastics, judo and boxing clubs offering sporting opportunity from beginners through to international standard.
- ◀ Any increase in population is likely to put increasing strain on facilities, particularly at the Arena Leisure Centre, as it has a full programme in both wet and dryside facilities.

## STRATEGIC PRIORITIES

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

- ◀ Recognition that facilities are an important contributor to the quality of life in the Borough.
- ◀ The need to ensure that SHBC owned facilities contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities
- ◀ The need to retain the financial viability of the Arena Leisure Centre in the short term - given likely increases in maintenance costs and difficulty in replacing parts over coming years.
- ◀ In the context of the uncertain lifespan of Arena Leisure Centre, consider the value of developing a new sports facility which will accommodate indoor sports in Surrey Heath.
- ◀ Subject to relevant planning considerations, to support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community (which include. judo, boxing, gymnastics etc.).
- ◀ SHBC should continue to develop and maintain relationships with a range of leisure providers/partners which offer potential to make facilities more accessible to the community especially during the day (these include a range of schools).
- ◀ Places for People, on behalf of SHBC, continue to monitor usage of its own stock and where possible develop relationships with other partners to ensure that facilities remain genuinely available to (and attract take up from) all sections of the local community.
- ◀ To improve the breadth, depth and quality of data collected (and shared) and the associated monitoring and analysis of facility usage to inform future marketing, promotion, programming and pricing.

## Planning

The results of the needs assessment and recommendations of the Strategy should be considered in the future Local Plan policy making review and infrastructure delivery plans. It is, therefore, important that SHBC, 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.

## STRATEGY VISION AND OBJECTIVES

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

This builds upon the conclusions identified in the Assessment Report (May 2016) 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. SHBC’s strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Surrey Heath can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the Borough up until 2025.

### Strategic objectives

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

#### Objective 1: Protect

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

#### Objective 2: Enhance

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

#### Objective 3: Provide

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

#### Facility hierarchy

SHBC and partners will consider how to ensure that the network of leisure and sports facilities across the Borough 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 well-being.

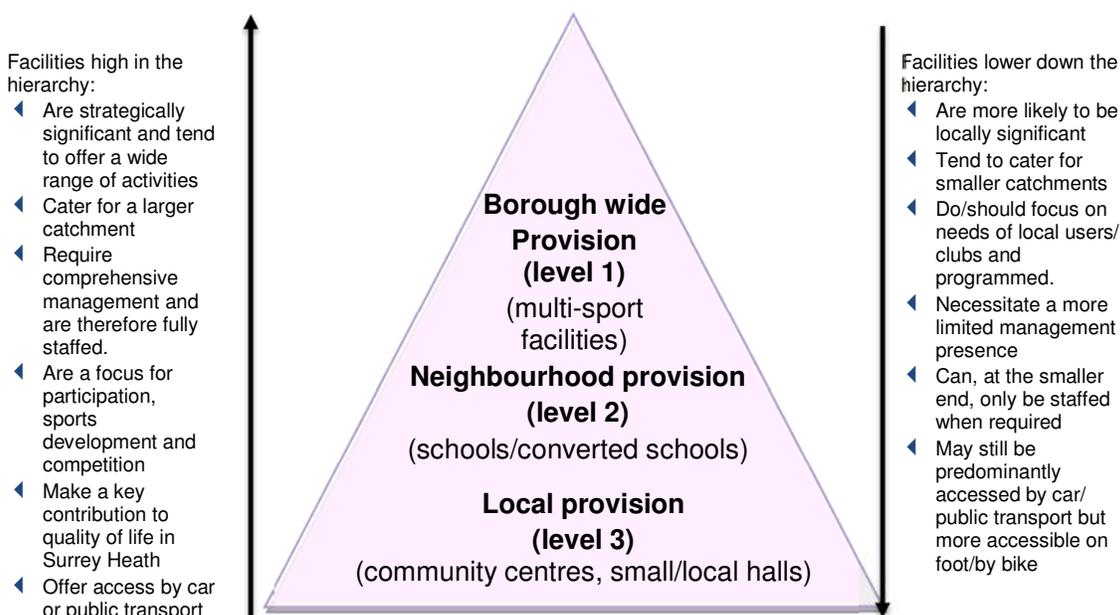
# SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

As such there is a need to develop a sports facility hierarchy in Surrey Heath in which specific venues have distinct roles and functions; carry differing levels of community importance, operational weight and related staffing.

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

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

Figure 2 Facility hierarchy – core principles



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

Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Key provision: borough or county significance	<ul style="list-style-type: none"> <li>A borough or sub-county area significant facility and the primary performance venue for a single or select number of priority sports.</li> <li>Venue with the potential to host county, borough and local events and draw in people from surrounding rural areas.</li> <li>Venue that 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 borough residents.</li> <li>A venue that provides and programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance</li> </ul>

# SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Designation	Role and function
	<p>level.</p> <ul style="list-style-type: none"> <li>• A core venue for training and development of teachers, coaches, volunteers, officials and others in key sports organisations.</li> </ul>
Dedicated provision: education or multi sports hubs	<ul style="list-style-type: none"> <li>• Contributes to quality of life of residents within the community, and provides a range of opportunities to participate in sport and physical activity.</li> <li>• Generally a combination of stand-alone community facilities and dual use sports facilities on school sites.</li> <li>• Venues with potential to host borough or town-wide and local events.</li> <li>• Provides a base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities.</li> <li>• Core venue for health and fitness activity in/across Surrey Heath.</li> <li>• Core venue to accommodate Surrey Heath's Learn to Swim (where a pool is available).</li> <li>• Provides options for a range of sports organisations to develop skills, participate and compete within their chosen activity.</li> <li>• Supports the voluntary sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport.</li> <li>• Use reflects demographic profile of the local community and draws in people from the more immediately adjacent rural areas.</li> <li>• Improves quality of PE and school sport opportunity for young people attending the school upon whose site it is based.</li> </ul>
Local provision Community centres and village halls	<ul style="list-style-type: none"> <li>• Where this is within the vicinity of a 'community sports facility' it should seek to complement the programming and opportunities offered to the locality.</li> <li>• Tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings.</li> <li>• Contributes to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity.</li> <li>• Provides opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts).</li> <li>• Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.</li> </ul>

## Facility development

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

*Arena Leisure Centre:* is the main swimming facility in the Borough offering 6 lane 25m swimming pool and 12m teaching pool. It faces capacity issues at peak demand times. It offers a relatively modern 110 station fitness suite which competes effectively with local private sector competition. The six court sports hall hosts mainly indoor football, badminton and roller skating; programme time is allocated equally to block bookings and pay and play activity. Changing rooms at the centre are considered to be below average and the façade is dated. Recent problems with plant pipework (February 2016) indicate issues (which are likely to increase) of availability of parts, leading to closure of facilities.

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

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The FPM and KKP's assessment report indicates a current shortfall of the equivalent of just over a three lane 25m swimming pool (or the equivalent thereof) with no particular shortfall for sports halls. Swimming pool demand is also expected to grow by an additional two lanes up until 2037 according to Sport England's Sports Facilities Calculator. Sports hall demand is modelled to grow by a two badminton courts (but is not critically under supplied as long as access to current facilities remains available).

This potential population growth of older age range will potentially lead to increased demand for facilities during day time hours, which will exacerbate current undersupply of swimming provision but also in sports halls, due to the lack of opportunity provided on education sites. Options available to the Borough include (not in any order of priority):

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

Continue to maintain the Arena Leisure Centre with contractors managing facilities on behalf of the Council. Maintenance costs are, however, likely to increase significantly over the next 5-10 years as the building fabric deteriorates further. It is unlikely that the Arena will be able to accommodate significant increases in physical activity from the projected older population due to current demands on the venue. Thus, while costs are likely to increase it may not be feasible to accommodate a parallel increase in the number of paying customers. Contingency plans will be required for the Arena due to the poor condition of the pool pipework.

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

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

- ◀ The need for service that is more proactively geared to (and accountable for) attracting/retaining members and participants from Surrey Heath's more sedentary and less healthy population (i.e. getting the inactive, active).
- ◀ Growing and anticipated older populations in the Authority and changing usage trends.
- ◀ The need to substantially reduce net service subsidy levels by considering the commercial elements to underpin the operation of the centre.
- ◀ A need for substantially improved quality, scale and capacity of swimming opportunity.
- ◀ The need to be environmentally friendly to operate.
- ◀ Possible options to develop the venue in partnership with other agencies.
- ◀ Consideration of whether gymnastics can be part of the new facility given the potential growth for the sport in Surrey Heath.
- ◀ Venue locations that will best service the whole of Surrey Heath population.

The suggested core specification for consideration, based upon the needs analysis and related consultation (up to 2025) includes the following:

- ◀ 8 lane, 25m swimming pool.
- ◀ Large teaching pool with moveable floor.
- ◀ Minimum 6 court sports hall.
- ◀ (Say) 200 station gym
- ◀ Substantial and flexible studios/community rooms to accommodate classes, spinning, combat sports, yoga, children's parties etc.

- ◀ The requisite wet and dry changing accommodation.
- ◀ Potential gymnastic specific space.

The study might also consider, for example:

- ◀ The option to develop (say) a 20m x 12m teaching pool with moveable floor; geared to accommodation of a full and comprehensive lesson programme.
- ◀ The feasibility of developing some level of diving provision (based upon installing a teaching pool with a moveable floor enabling provision of the deeper water needed).
- ◀ The option to extend the main pool to 10 lanes x 27m with moveable booms enabling substantially greater programming flexibility.
- ◀ Consider which commercial facilities are likely to underpin the business plan and contribute to capital repayment.
- ◀ Use of CIL Receipts and where appropriate, S106 Agreements to:
  - ◀ Contribute to the replacement of the Arena Leisure Centre
  - ◀ Improve the quality of the school sports facilities for more community access.

## Enhancing facility management and operation

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

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

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

- ◀ How partners might engineer an 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, seeking to 'even out' the range of presently disparate management arrangements currently in place.
- ◀ How to ensure that price is progressively tackled as a barrier to participation; especially for young people, older people and economically challenged residents.
- ◀ How housing developments, including at Deepcut, can complement current and projected future demand for sport and physical activity.

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

### ACTION PLAN

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

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
Borough wide programming  <b>Provide</b>	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 Surrey Heath. Develop a site by site action plan for improving programming across the Borough	All	Short	Schools & community centres	High
Community use agreements  <b>Provide</b>	Increasing the availability of the current stock of sports halls to more sections of the community.	Using partnership working, identify available time (especially during the day) to extend community use. Consider this on a site by site basis with a view to increasing opportunities for the ageing population.	All sites	Short	Schools	High
Sports halls <b>Provide</b>	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: <ul style="list-style-type: none"> <li>◀ Key holder access to specific sports groups</li> <li>◀ Designing in good access to new facilities</li> <li>◀ Working with schools to accommodate community based organisations</li> <li>◀ Use of CIL receipts for schools to improve community access</li> </ul>	Level 2 facilities	Short	Schools	Medium
Incorporating Level 3 facilities into the broader activity portfolio  <b>Provide</b>	Develop an improved understanding of the importance of Level 3 facilities with regard to the physical activity offer	<ul style="list-style-type: none"> <li>◀ Identify a project coordinator to lead on this element of work</li> <li>◀ Review Level 3 facilities to see which are able to increase physical activity.</li> <li>◀ Consider how they fit into the wider programming offer.</li> <li>◀ Identify improvements to Level 3 facilities (ensuring that they are fit for purpose).</li> </ul>	Level 3 facilities	Medium	Parish councils Community groups Private facilities	Medium

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Strategic function/aim	Challenges	Recommended actions	Facilities	Time-scale	Partners	Importance
<b>Planning Protect, Enhance, Provide</b>	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> <li>◀ SHBC to adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant SHBC strategies where appropriate.</li> <li>◀ Develop priorities to assist SHBC to identify developments that could be funded through CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan.</li> </ul>		Medium	Planning & Leisure Team	High
<b>Monitor and review</b>	Keeping the Facilities Strategy relevant and up to date	<ul style="list-style-type: none"> <li>◀ Complete a light touch review of the study annually;</li> <li>◀ Undertake a complete review within 5 years of its implementation.</li> </ul>		Medium	SHBC	High

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

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
<b>Arena Leisure Centre</b>	Trust	Potential increase in maintenance costs for the leisure centre as it ages. Investment in the leisure centre to bring it up to a higher standard fit for 21 <sup>st</sup> Century use. Consideration of 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. Commission feasibility to consider what the best facility mix and preferred location (s) is/are for facilities in Surrey Heath and Camberley in particular; taking account of the increased requirement for both water and indoor sports hall space. Balance strategic borough role against needs of local and projected new residents by coherent, pragmatic programming/pricing.	SHBC with Places for People	Short	High	Enhance  Provide
		Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for wet and dry facilities (by collation	SHBC to receive regular analysis of membership data (contractual requirement) with a view to identifying who is gaining	Places for People	Short	High	Provide

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
		and use of appropriate data leading to intelligence led programming.	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.				
<b>Lightwater Leisure Centre</b>  (Dedicated provision)	Commercial	Operated by Lifestyle Fitness on behalf of a Lightwater Playing Fields Association, this facility offers significant community access, although it is used (but not exclusively by the School) during the day. It has a 60 station health and fitness offer, which is considered fit for purpose..  A key challenge is ensuring that it remains available to the general public, maintains its quality and improves the quality of the car park.	Define the role of the facility within the wider community use offer in Surrey Heath.	Lifestyle Fitness and Lightwater PFA	Medium	Medium	Provide and Protect
<b>Collingwood College</b> (Dedicated provision)	Education	Built in 2009, the main sports hall has high levels of community use (including indoor cricket). Other facilities includes two older gymnasiums which lose bookings due to their poor condition and a recently refurbished sports tent which is fully equipped for gymnastics.  The key challenge is an increasingly strained relationship between the School and Gymnastics club due to increased hire costs and decreasing quality of the facilities. In real terms, L&G Gymnastics Club requires access to a larger facility. If it proves not to be feasible to move to its own venue it will be important to increase levels of access at Collingwood	Ensure good communication between the Club and School to address operational and financial issues and ensure increases in participation.  Support L&G Gymnastics club to identify new facilities which may be more appropriate to their development as a club which could lead to increases in participation in gymnastics and help to coordinate the gymnastics offer across the Borough. This could also free up more community use time for other sports at the school.  Consider if gymnastics can be part of any new feasibility undertaken for the Arena Leisure Centre.	SHBC, L&G and British Gymnastics,	Medium	Medium	Provide and Enhance
<b>Kings International College</b> (Dedicated)	Education	Built in 2006, this site was not assessed because no access was granted. The main challenge which needs to be addressed is how (and if) this site can contribute to the wider sports development	Define the role of the facility within the wider community use offer in Surrey Heath  Consider who will engage with the College in order to determine how it could contribute	SHBC	Medium	Medium	Provide

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
provision)		programme for the Borough for both swimming and sports hall sports.	more positively to the sports and physical activity agenda from a strategic viewpoint.				
<b>Tomlinscote Sports Centre</b> (Dedicated provision)	Education	Built in 1991 and refurbished in 2012, the main hall floor, in particular, is in poor condition due to use by a roller skating club and flooding in 2015. Currently managed by Blue Leisure the School is looking to consolidate management and offer the school pitches as part of the Contract. The key challenge is to ensure that programmes of activity complement other activity in the Borough. The School has been contacted with a view to becoming a venue for basketball development.	Ensure refurbishment of the sports hall floor. Blue Leisure and School to ensure awareness is raised of the potential role the facility can play in catering for sport/ physical activity. Consider if the development of a basketball club complements programmes of activity across the Borough and support its development accordingly. Consider if key holder access is a potential style of management which can be offered to keep operational costs down.	Blue Leisure, School & SHBC	Short Short Short Short	High Medium Medium High	Enhance
<b>Gordons Boarding School</b> (Dedicated provision)	Independent School	No current sports hall. Keen to develop community use	Support the development of a new sports hall at the School, via the planning process, subject to relevant planning considerations (including Green Belt). Ensure that programming of the facility complements activities and physical activity across the Borough and leads to increased community use (which may mean supporting floodlights associated with any proposals, subject to relevant planning considerations). Consider whether judicious planning of the facility will allow for key holder access to specific sports clubs, which can lead to reduction in operational costs. Develop a Community Use Agreement to enhance community provision.	School and SHBC	Short	High	Provide

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Facility	Management	Challenges	Recommended actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)	Objective
<b>Camberley Indoor Bowls Club</b> (Dedicated provision)	Private Members Club	There is relatively little capacity to extend and expand the participation at the club. It is, however, important to continue to market the facility in a positive manner to attract new members due to a relatively high attrition rate of indoor bowlers	Continue to support the Club from a sports development perspective to ensure that it has a good workforce and coaching staff to drive participation in older age groups (which indoor bowls invariably attracts) with the potential of working with harder to reach groups.	Sports Forum	Medium	Low	Protect
<b>Judo Club</b> (Dedicated provision)	Private Members Club	The judo club is in urgent need of refurbishment. It offers accommodation on site for up to 20 players with 12 currently housed. There has been some investment from SHBC and work is underway to develop a small (weights only) gym area. The Club shares its car park with Camberley Boxing Club and noted the need for it to be resurfaced (as does the Boxing Club).	Define the role of the facility within the wider community use offer across Surrey Heath. Engage with the boxing club and explore how the two clubs might work together to develop a combat sports centre of excellence.	SHBC, CJC and CBC	Short	High	Enhance and Provide
<b>Boxing Club</b> (Dedicated provision)	Private Members Club	The facility is owned by SHBC with the boxing club holding a 99 year lease. It is keen to develop facilities like the Judo club and has an improving reputation. Built in 2010 it is in good condition and offers 20+ hours of community use per week. It also offers indoor football. The key challenge is to identify how it contributes to the sports development programme across Surrey Heath and how this can be extended.	Define the role of the facility within the wider community use offer across Surrey Heath. Engage with the judo club and explore how the two clubs might work together to develop a combat sports centre of excellence.	SHBC, CJC and CBC	Short	High	Protect and Provide
<b>Smaller community facilities</b>  (Local provision)	Various	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 programming of them is commensurate with the wider principles of this strategy then there can be an increase in physical activity via complementary 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 Surrey Heath network. The potential to start with sites already hosting activity is recommended.	SHBC, Sports Forum and CCG	Short	Medium	Provide

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

### Sport specific recommendations

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
<b>Badminton</b>	<p>Badminton activity is strong in the Borough with recreational and club activity at both Arena and Lighwater leisure centres as well as a community badminton network.</p> <p>There is a need continue development of the sport with complementary programmes running at a number of facilities across the Borough.</p>	<p>Community Badminton Network (CBN) to continue to support and develop badminton activity in the Borough. There will be a continual requirement to identify local volunteers to continue to lead and drive increases in participation in badminton across the Borough.</p> <p>Liaise with schools to improve badminton access and consider alternative sports hall access methods e.g. keyholder access.</p> <p>Consider which venues are best prepared to deliver 'Smash Up' and other badminton programmes.</p>	CBN/Active Surrey/ Places for People/ Schools	Medium	Provide and Enhance
<b>Basketball</b>	Surrey has not been a focus area for England Basketball, however, a local club is particularly keen to develop a programme at Tomlinscote Sports Centre.	Sports Forum to support introduction of basketball development at Tomlinscote ensuring that its programme is commensurate with that of wider sports development objective across the Borough.	SHBC and Blue Leisure Sports Forum	Short	Provide
<b>Boxing</b>	See above				
<b>Gymnastics</b>	The two key gymnastics clubs operate at Collingwood College. Challenges have arisen in the past year with an increase in hire charges, which has strained finances in the clubs. Lack of availability of increasing time is also stymying increases in participation.	SHBC in partnership with British Gymnastics should look favourably and offer appropriate support and expertise to identify if there is demand for dedicated provision within the area. It should consider how gymnastics can come together in the Borough to advance the idea. There will be a need to consider looking at fundraising options to finance plans.	British Gymnastics/ local gymnastics clubs and Places for People	Long	Enhance and Provide
<b>Indoor bowls</b>	See above				
<b>Judo</b>	See above				
<b>Netball</b>	Surrey Heath Netball club has had particular difficulties in gaining security of tenure at any site, whether indoor or outside	<p>Sports forum to consider if a long term home can be found for Surrey Heath Netball Club, preferably indoor.</p> <p>If an appropriate venue is found, consideration should be given to identifying whether the Club could get keyholder access with a view to keeping costs down.</p>	SHBC, Sports Forum and Netball Club	Medium to long	Provide

## SURREY HEATH BOROUGH COUNCIL INDOOR SPORT FACILITIES STRATEGY

Sport	Challenges	Recommended actions	Lead agency	Timescale	Objective
<b>Swimming/ other aquatic sports</b>	Ensuring that the needs of different clubs, aquatic activities and community users are satisfied via effective programming and pricing within the Local Authority pools given the current demand on water space <i>per se</i> in the Borough	<p>Within the current shortfall of water space, maintain dialogue between Places for People, SHBC, ASA, different user groups and clubs to ensure that users' needs are considered in the context of the wider swimming programme.</p> <p>Commission a feasibility study to investigate the long term options for Arena Leisure Centre, in the light of town centre developments and increased population growth.</p> <p>Ensure that the ASA and local clubs and current community groups are fully consulted as part of any feasibility study commissioned.</p>	SHBC, Places for People, ASA and local groups	<b>High Priority</b> Medium	Provide and Enhance