

**ROYAL BOROUGH OF KINGSTON UPON THAMES
INDOOR SPORTS AND LEISURE FACILITY STRATEGY**

REPORT

AUGUST 2016

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INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for the Royal Borough of Kingston upon Thames (RBKT) for the year period 2016 – 2028. The recommendations contained herein are drawn from the Assessment Report which was researched and prepared between April 2016 – July 2016 by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP). Both the Assessment Report and the 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), December 2014.

RBKT has an aspiration, and need, to consider its facilities planning particularly in the context of the fact that it has an ageing stock of leisure facilities (particularly the two public swimming pool sites). This accompanies demand factors including future population growth, a changing borough demographic profile and the continuation of reductions in the levels of grant to local authorities from Central Government.

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 RBKT requires. This is necessary to ensure that residents have the opportunity to be physically active and healthier and where appropriate develop their sporting ambitions within their local community.

Strategic context and summary

As the commissioning body for the Strategy, RBKT has identified a number of priorities which align to its Community Plan (the Kingston Plan). Its vision is that the Borough will continue to be one of the very best places in which to live and work: It identifies Kingston to be a location where people are happy, healthy and enjoy a good quality of life, in a safe and tolerant environment, where business is prosperous, and where everyone in its community can contribute to success and reach their own full potential.

The key strategic themes with regard to sport and leisure in Kingston, emanating from the main strategies and local context, are considered to be:

- Creating a genuinely attractive place that people enjoy visiting and using.
- Creating a cohesive new environment with outstanding urban design.
- Working with partners to ensure that facilities and infrastructure are provided to support sustainable communities in Kingston.
- Offering facilities and programmes of activity which contribute to:
 - Reducing health inequalities across the Borough for people of all ages.
 - Education and skills development of the local population
 - Local economic development
 - Working in partnership with other agencies to tackle health issues.
 - Supporting and promoting active lifestyles and increasing participation in sport and physical activity to allow residents to live longer, healthier, happier lives.

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. Key strategic outcomes are that:

- Opportunities are made available to/for all residents of Kingston to take part in physical activity to contribute positively to their health and wellbeing.
- RBKT continues to work with partners, including Kingston Community Sport and Physical Activity Network (CSPAN), Sport Kingston and London Sport, 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 leisure facilities.

Increases in sport and physical activity (and, therefore, positive contribution to the health and wellbeing agenda) will only be achieved via targeting increasingly scarce resources. It is, thus, essential that indoor sports halls, swimming pools and health and fitness venues are accessible, affordable and available to the community and that the 'offer' is developed based on the needs of local communities.

There is a requirement for sport to have a strong voice from the voluntary sector in Kingston. If this is to be via CSPAN it will need to reach out to other groups including, for example, Sport Kingston, facility providers e.g. the University, College and schools and those services aimed at getting the inactive more active to ensure a coordinated approach (and voice) across the Borough.

Partners

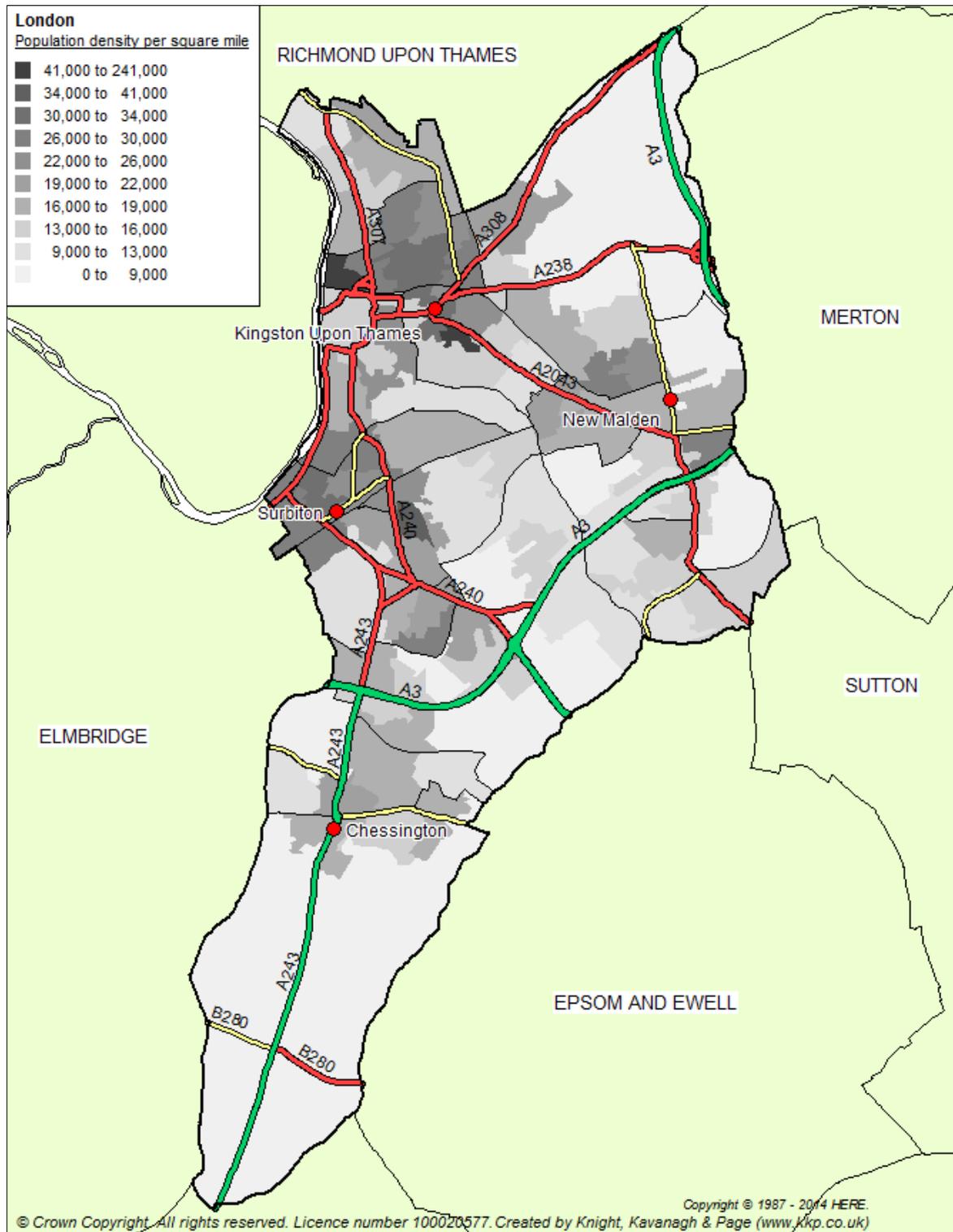
This is a plan for the Borough. Whilst RBKT is the key driver, it is expected that plans and actions emanating from it will be delivered via partnership with and between other key stakeholders and be predicated upon them accepting and taking responsibility for different aspects of its implementation. 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 Kingston. This Strategy has involved, and taken account of, consultation with a range of agencies and, as the implementation phase commences, will require further input from, for example, Places for People Leisure, specific national governing bodies of sport (NGBs), the Health & Wellbeing Board (HWBB), CSPAN, local clubs, London Sport, Sport Kingston, Sport England, businesses, other leisure centres including the YMCA and RBKT schools.

About the Royal Borough of Kingston upon Thames

RBKT is located in south west London, on the banks of the River Thames, it is the oldest of the four royal boroughs in England. The town of Kingston itself is 12 miles from central London (a 25-minute train ride from Waterloo). The Authority is well served by public transport, close to Heathrow Airport and easily accessed from the London orbital motorway, the M25. It is the seventh smallest borough in London (14 square miles - 37 square kilometres in size).

RBKT has a total population of 169,958 (2014 MYE) comprising c.82,960 males and c.85,943 females. All adjoining districts also have an appreciable scale of population. The structure is similar to that of the rest of England; the main differences being that there is a slightly higher proportion of 20-24 year olds (RBKT = 8.0%, London = 6.8%) and lower proportions locally of 25-34 year olds (RBKT= 16.3%, London = 19.8%). Ethnic composition also differs from that of the national average with 73.2% White (nationally 87.2%), 11.3% Asian (nationally 7.8%) and Other 7.8% (2.1% nationally).

Figure 1: Main towns, road routes and population density of RBKT



According to the London Poverty Profile, 3.2% of the population fall within the most deprived 30% nationally. Conversely, 58.1% are within the 30% least deprived groups. It has a below-average proportion of residents who work in low-paid jobs. At 4.8%, unemployment is below both national and the averages, whilst earnings are 24.5% above national and 11.5% above regional averages. It has the fourth lowest unemployment rate in the capital and has fallen in recent years (by 1.1% between 2009-2014).

Health problems appear to be less widespread among Kingston's communities relative to national averages. The IoD¹ points towards lower health deprivation with 1.1% falling in the most deprived (three worst) cohorts based on health measures (national equivalent: 30%). Similar to the overall measure of deprivation, 86.6% of the population is in the best three cohorts for health.

Adult obesity (16.6%) is substantially below the national (24.0%) and regional (20.2%) average as is the childhood obesity rate. Child rates increase significantly between Reception and Year 6, by which time around three in 10 children (29.9%) are either overweight or obese.

The cost of avoidable ill health to the NHS in Kingston (due to physical inactivity) is estimated to be £2.5m; this is 22.9% and 21.1% below the respective national and regional averages (per 100,000). Whereas, The economic value/benefit of sports participation has been calculated by Sport England's Area Profiles to be £70.3m.

The projected increase in the general age of the population and in the size of the population in Kingston will place increasing pressure on a range of services. This will be exacerbated in areas where housebuilding will be significant. It is important to ensure that the population which is currently active remains so, and that the inactive become active (with a view to sustaining and improving the general health of the local populace).

RESEARCH FINDINGS

The research for this Strategic Plan was undertaken between April- June 2016 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). The research included the following key activities:

- Assessment of the quality, distribution and programming of facilities in the area.
- Consultation with facility owners and operators to identify needs and opportunities.
- Consultation with National Governing Bodies (NGBs), key stakeholders and clubs to determine the levels of demand for facilities in the area.
- Assessment of the strategic drivers and context for RBKT and its residents.
- Assessment of need and opportunity for new, refurbished and enhanced provision across the area.

Therefore, the commentary on RBKT's sports facility infrastructure and the Strategy to improve on the current position is informed by a clear understanding of the community sport and physical activity sector and knowledge of innovative solutions to meeting the needs of communities.

Key findings

Strategic decision making and long term investment in indoor facilities for sport and leisure through RBKT has been limited for a number of years. The result is dated and ageing stock of public facilities that residents accept and 'make do' with or opt out of to make use of private facilities, which are, in varying degrees, available in the Borough. As an area with, generally, few areas of higher deprivation (both IMD and health related) participation rates

¹ Index of Deprivation 2015 (Department for Communities & Local Government)

among residents are higher than the national average, health indicators are good with, as noted earlier, unemployment lower than that found in other London boroughs.

RBKT recognises the importance of its leisure facility stock to health and well-being and future planning needs. There is a productive relationship between RBKT and Places for People Leisure, the leisure operator for its four venues (Kingfisher Leisure Centre, Kingsmeadow Athletics and Fitness Centre, Tolworth Recreation Centre and the Malden Centre). Places for People Leisure operates a range of programmes across the facilities, on behalf of RBKT including Cardio Rehab and Singing for the Brain. GP Referral, Child Obesity and Weight Management programmes are provided by Public Health and hosted at Places for People Leisure sites.

There are seven sports halls and two swimming pools in the Borough with evident community access. This is supplemented by opportunities in gymnastics, table tennis and a range of combat sports (karate, taekwondo and judo etc.). The two main accessible swimming facilities are Kingfisher Leisure Centre and the Malden Centre but both will face increasing challenges to deliver a service to modern standards. They are popular and well used by both the public and a range of aquatic sports clubs.

All sports venues are located in areas of higher population density. In addition, nearly three quarters of the resident population have access to a car, which is higher than the London average, suggesting a relatively mobile community. Most residents living in areas of higher deprivation are within 20 minute walk time of a community accessible sports hall and swimming pool. However, RBKT has insufficient facilities (both sports halls and swimming pools) to meet current demand. The scale of the deficit in provision is likely to increase as the size of the population grows in the Borough and surrounding areas.

The Authority owns the four facilities operated by Places for People Leisure (under a contract which runs until 2021 with an optional five year extension if required) as well as managing and operating Chessington Sports Centre.

Key conclusions appertaining to these facilities are that:

- The fabric and plant at the Kingfisher Leisure Centre and the Malden Centre are showing their age and both facilities are considered to be coming to the end of their lifespan.
- The layouts of Tolworth Recreation Centre and Kingfisher Leisure Centre do not tend to support ease of use nor economies of scale.
- The ancillary facilities at Kingsmeadow are not commensurate with the quality of the athletic track facilities.
- The rising age profile of the population and projected increases in population *per se* are likely to lead to increased demand for facilities during the daytime (when much of the education stock is inaccessible to the public).

This is an opportune time for RBKT to review how it intends to offer facilities in the future, the communities it wishes to serve and its links with the wider health and wellbeing, obesity and social care agendas. Its plans must, of course, take account of the increasing financial constraints within which it has to work and take particular note of the health challenges faced by an ageing population.

The time is, therefore, right to consider how to replace the leisure stock and in so doing, to increase the volume and flexibility of water and sports hall space to cater for current and

anticipated shortfalls across the Borough, ensuring that leisure facilities play their role in reducing health inequalities by being accessible to all.

Emerging opportunities

New housing development: The GLA estimates that housing is expected to increase by over 6,000 dwellings to 69,900 by 2021, with current household sizes likely to remain at 2.5 persons per household by 2026. The Local Development Framework (LDF) identifies specific details on new developments including addresses, capacity, expected completion dates and site types. Currently, over 2,500 houses are expected to be built by 2023. Another 1,300 potential housing sites have also been identified in the Borough within a similar time frame

Housing delivery in the Authority is reliant on the redevelopment of a small number of large scale sites in Kingston. Delay on any of these sites can significantly affect housing targets. Future housing supply is also reliant on a small number of key sites. It is expected that there will be a peak in house building in 2015/16 and 2018/19 due to anticipated completions of these housing developments.

New schools: Alongside the additional housing and population growth comes the requirement to deliver new schools especially secondary schools. Numbers of additional pupils are increasing year on year for all age groups in Kingston, which has been recognised with the opening of Kingston Academy. It uses the YMCA Hawker Centre for its sport and recreation needs, which can impact negatively on wider community use.

By 2020, there will be a requirement to build another secondary school in the Borough, although a location for it has not yet been decided/agreed upon. The opportunity exists, however, to design new schools in such a way so as to ensure that community use is easily delivered or alternatively to expand the offering and develop community sport and leisure facilities alongside school sports facilities. The potential development of a new school in the Borough in 2020 offers such an opportunity.

MODERN LEISURE CENTRE DEVELOPMENT

To provide RBKT with a reference point in respect 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 giving greater importance to the location and travel connections to facilities. Furthermore, many are looking to enhance their offer by developing a more 'commercial' range of facilities alongside a wider range of 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 which enhances working relationships across 'civic' partners and improves service delivery to the community.

The following table identifies the types of facilities and activity areas included within each and the wider benefits that this delivers for the community.

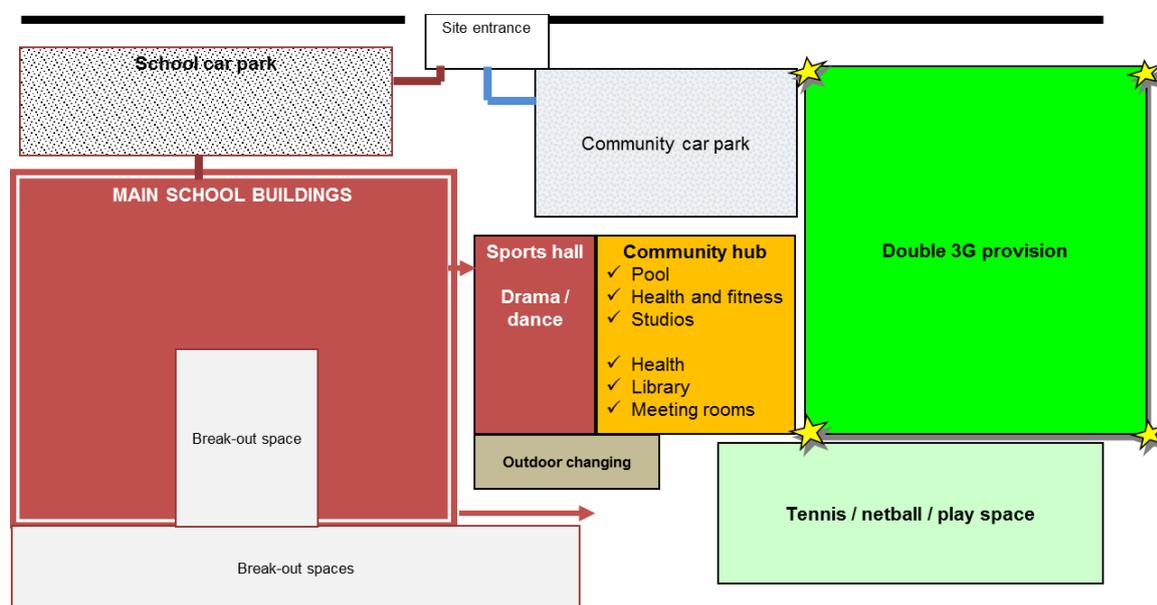
Table 1: Modern leisure facility considerations

Core facilities	Additional activity areas	Co-located services
<ul style="list-style-type: none"> □ 6 lane 25 metre pool □ Teaching pool) □ Sports hall (size based upon demand and programming) □ 80 - 150 station fitness suite □ Large group fitness studio □ 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 (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/Health improvement services □ Police station/office □ Council contact point □ Meeting rooms □ Neighbourhood managers □ Cultural spaces □ Adult education
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 community hubs enabling operators to link with other services to contribute to wider physical activity and wellbeing agendas:</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.

Where facilities are developed as part of a wider school campus, consideration needs to be given to the layout, access arrangements and overall management of the site for the benefit of the school and community. The layout model below identifies the potential considerations within a co-located community hub on a school site. The main ethos for this model is that alongside the core requirements for a school, the community hub can be expanded or contracted to meet the needs of the local community and partners.

Therefore, not all hubs will be the same, but the access arrangements for the school and community need to be set out and agreed prior to development. As such, serious consideration needs to be given to the potential to develop such a model in RBKT and maximise investment in community infrastructure as a result of housing growth.

Figure 4: Co-located hub site model



The key features of the above model are as follows:

- ❑ School access is designed in such a way that it addresses safeguarding issues and facilitates community use of facilities when they are not required by the school, thus maximising community use and minimising the revenue burden.
- ❑ The activity areas are designed and operated as community facilities, with the new secondary school and local primary schools priority booking access as required.
- ❑ The building can operate as a stand-alone community health and wellbeing centre, with the school elements incorporated within this to facilitate community access at evenings and weekends.
- ❑ The Library, meeting rooms and health facility will be operated by their specific service areas; but it would be expected that joint working would be implemented to offer combined services and interventions as appropriate (e.g. targeted health promotion activities, etc.).
- ❑ In general, these types of facilities are located on or adjacent to arterial routes with good public transport access, significant visibility and presence within the area and seek to maximise the to and from work/education market.
- ❑ The above layout can be adapted to exclude schools and be developed as multi use, co-located sports hubs.

Funding to implement the strategy

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

- Further development and implementation of the RBKT developer contributions process associated with planned housing development.
- 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 is normally more expensive than prudential borrowing).

In general, the majority of new leisure centre developments have been undertaken on the basis of rationalising one or two existing facilities and developing a new larger, better quality facility which is more economical to operate. Furthermore, the new facility mix enables the operator to deliver revenue efficiencies (i.e. operate the facility at zero subsidy or better) enabling savings (and in some instances surpluses) which are often used to fund part or all of the capital repayment. A similar approach is undertaken for the refurbishment of existing facilities where increased income offsets the annualised cost of the refurbishment.

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

STRATEGY VISION AND RECOMMENDATIONS

This is RBKT's vision for sport and leisure provision in the area that builds on the conclusions identified in the Indoor Sport and Leisure Facilities Assessment Report. This Strategy sets the vision and objectives for RBKT's physical infrastructure for the period 2016 to 2026. It considers all of the area's community sport and leisure assets required to ensure that the Borough has a 'fit for purpose' network of facilities to enable residents to be as physically active as possible.

It does not solely focus on the condition, replacement and refurbishment of various leisure assets in the area; it also considers how these should be put to the best use in order to ensure that they contribute fully to the five goals identified within RBKT's Healthy Weight and Physical Activity Strategy (2013-2016) which incorporates clear objectives to reduce the prevalence of obesity in adults and children by targeting high-risk groups and people experiencing inequalities in health. The current objectives for Kingston are to:

- Improve and enhance surveillance of healthy weight and physical activity levels.
- Improve and develop partnerships.
- Improve communications.
- Promoting a healthier weight across the life course.
- Reaching a healthier weight across the life course.

RBKT's vision is:

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 Borough residents as part of an active lifestyle."

The strategic recommendations have been set out to deliver the above vision over the period 2016 – 2028 and to provide definitive strategic direction for RBKT, partners and its stakeholders which are involved in the provision of facilities and opportunities for residents to pursue sport and recreation as a means to engage in physical activity. They are as follows:

To develop a fit for purpose network of better quality (indoor and outdoor) facilities in strategic locations in order to meet the sport and physical activity needs of existing communities and new residents to the Borough; maximising:

- Potential sports facility development opportunities through close collaboration with partners and stakeholders and investment in new stock.
- The opportunity to develop sport and physical activity facilities aligned to emerging emphasis on getting the inactive active and retaining those who already participate.
- The opportunities presented to engage with other services and where possible create multi agency hubs through the co-location of services
- To work with colleagues in Education to ensure that any new schools or improvements to sports facilities in existing schools are accompanied by a community use agreement.
- To work with selected schools to increase their availability for community use.
- To use the development of new facilities as a catalyst for requiring the Council's leisure management contractor to adopt a wider focus on health inequalities.

Strategic recommendation 1: To develop a fit for purpose network of better quality (indoor and outdoor) facilities in strategic locations in order to meet the sport and physical activity needs of existing communities and new residents to the Borough; maximising:

Options to develop sport/physical activity facilities which are directly aligned to partner agencies' ambitions to improve health and wellbeing across the Borough.

Opportunities to engage with other services and where possible create multi agency hubs via the proactive and planned co-location of services.

RBKT's existing sports facilities are beyond their anticipated life expectancy and need to be replaced. The area also needs an expanded network of facilities to meet existing community need and that of what is a substantially growing population.

This strategy seeks to build on the Council's strategic drivers and take advantage of opportunities available. A key driver is RBKT's stated ambition to continue to be one of the very best places in which to live and work for all members of the community. The network of community sport and physical activity facilities makes a substantial contribution to the perception and the actuality of quality of life of residents and the attractiveness of RBKT to both current and potential residents plus employers.

A number of emerging factors will drive the development and potential improvement of sport and physical activity infrastructure in the RBKT area. These include housing growth, the building of new schools and the desire to integrate health and wellbeing services. However,

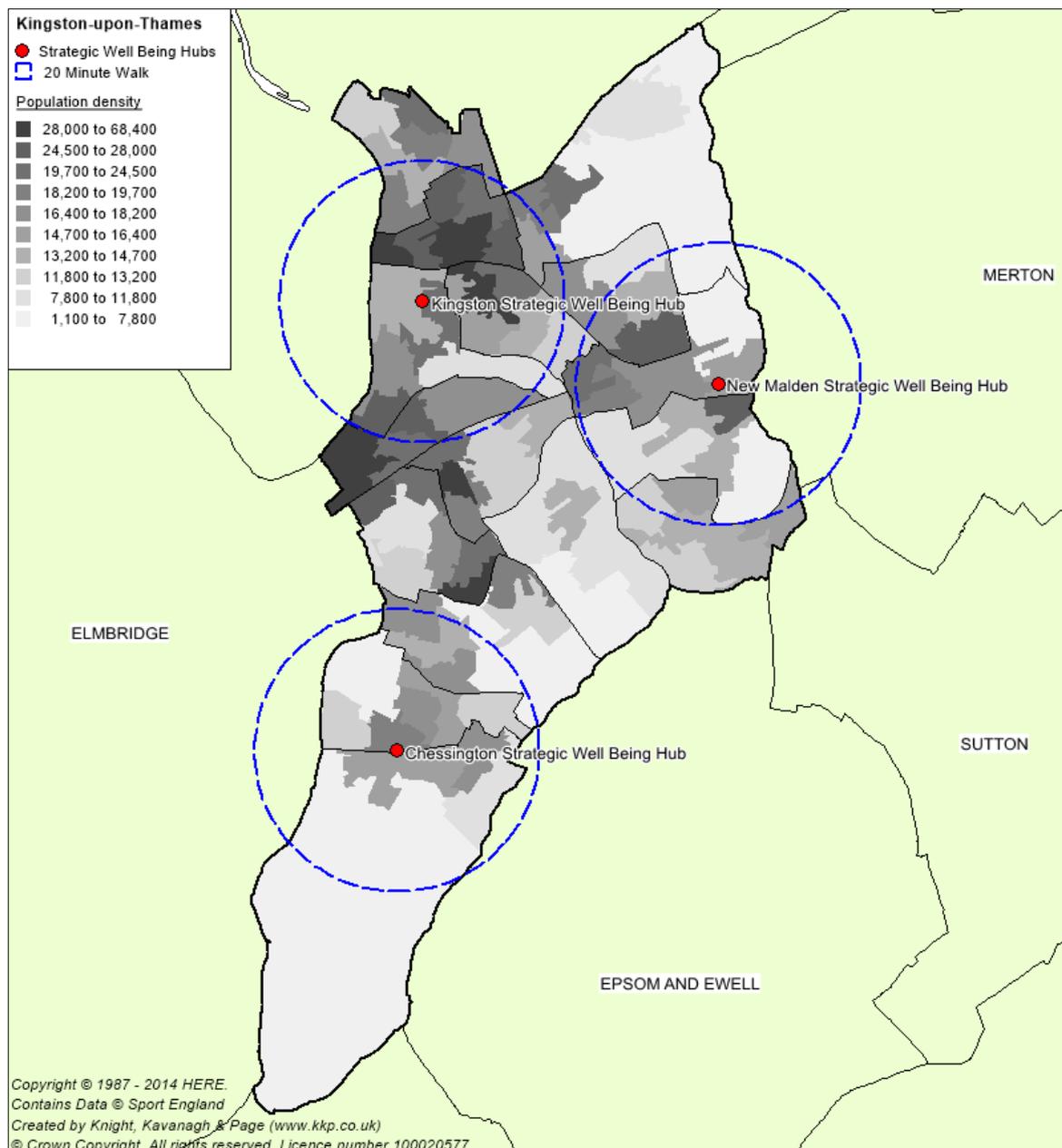
these developments, alongside the need to replace existing leisure facilities will not, necessarily, be synchronised (i.e. funding available and constructed at the same time).

It must, therefore, align with other plans and options so as to ensure that the development of a borough-wide 'specification' and site specific master planning can be coordinated and undertaken (where appropriate) to ensure that co-location works. Developing master-plans for co-located sites that, from the outset, take account of all the likely uses, will mean that appropriate combinations and juxtapositions of facilities and activity areas can be agreed and clarity achieved around the potential phasing of developments.

Strategically located facilities can lead to improved access for more of the population. Figure 2 identifies that 57.9% of Kingston's population presently resides within a one mile radial catchment (20 minute walk time) of the community sports hubs identified overleaf, Just over half of the total of 3.3% of the Borough's residents in its most deprived communities (using the 30% percentile) also live within this catchment.

The visual presentation of the strategic community sports and physical activity indoor facility network is detailed in Figure 2 followed by a description of the key infrastructure projects required to deliver a network of facilities which is fit for the future :

Figure 2: Sports facility strategy vision – key sites



Replace Kingfisher Leisure Centre with a strategically significant, Council owned, community sport and wellbeing hub. This will encompass a modern fit for purpose community flagship leisure facility in the heart of Kingston and integrate a range of community services in one place.

Kingfisher Leisure Centre is the main swimming facility serving the main town of Kingston upon Thames. It also offers health and fitness provision. It is now beyond its anticipated life expectancy and should be replaced with a modern fit for purpose facility.

This is an opportunity to develop a larger scale, strategically significant sport and leisure facility to serve the needs of the Kingston community and to consider the wider health and wellbeing opportunities it can offer via the co-location of a range of services.

Its aquatic activities should include both swimming and diving and a new venue in this location should also incorporate a range of 'dryside' facilities (sports hall, health and fitness, studios etc.) and be able to accommodate the full range of activities from introductory and regular physical activity (getting and keeping the inactive, active) to provision accommodating events, competition and talent development.

The key challenge in Kingston is finding a suitable venue for the new facility while, if at all possible, keeping the current one open during the period in which it is being built. The aim is to provide a modern fit for purpose environmentally and economically viable leisure centre, with integrated services providing both economies of scale and cross fertilisation of activities. Ideally this facility should include something approximating to the following mix of facilities:

- 8 lane 25-metre swimming pool with sufficient viewing capacity for local galas.
- Teaching pool (with a moveable floor – potentially allowing it to double up as a diving pool)
- Fitness suite (say 120-150 stations).
- Dedicated spin studio.
- Group fitness studios (say 4).
- Double court (8 badminton court) sized sports hall.
- Wet, dry and dedicated fitness changing rooms.
- Cafeteria.
- Range of office space and meeting rooms (determined by the number of services on offer e.g. GP referral, physiotherapy, community liaison, Police etc).
- Walking, running and cycling routes emanating from the centre; with appropriate cycle parking provision.

The focus of this facility will be on both sport and the wider development of physical activity opportunity aligned to specific health improvement targets and initiatives within the area. It will enable partners to develop specific interventions for targeted groups and enable improved links and transition between health, community and sports programmes. It will allow for events on both wet and dryside to help raise the profile of sport within the local and wider community and serve the needs of local sports people and clubs.

Aligned to the anticipated housing growth in New Malden and the requirement for new facilities (due to the dated Malden Centre), develop plans for a Council owned, community sport and wellbeing hub which enhances current levels of facilities and co-locates a range of services (taking account of any new school build in the area, as necessary).

The Council has collaborated with local, businesses, residents and community groups to develop a new vision for the Cocks Crescent area in New Malden. The Draft Supplementary Planning Document will provide guidance for the redevelopment of the site which will serve the needs of the local population and the wider borough. The development will include high quality new affordable homes which will support the provision of community facilities - including a new leisure centre and improvements to the public realm to meet local and wider borough needs.

This provides an opportunity to build on the locally determined requirement for a community sports hub by enhancing the offer and enabling a higher quality and better specified venue offering broad-ranging access to the full range of local people both now and as the new housing is developed. This will need to meet the Borough's requirement to develop better quality access to sports hall and swimming facilities, leading to an improved swimming offer,

indoor sports hall provision whilst also supporting the process of tackling its aims in respect of getting the sedentary active.

We would recommend that this venue should include the following combination of health and community physical activity facilities:

- 6 lane 25-metre swimming pool
- Teaching pool (moveable floor – to enable water based exercise classes etc).
- Fitness suite (say 100-120 stations).
- Group fitness studios (say 2).
- 4-6 badminton court sports hall.
- Wet and dry changing rooms.
- Cafeteria.
- Range of office space and meeting rooms (determined by the number of services on offer e.g. GP referral, physiotherapy, community liaison, Police etc).
- Walking, running and cycling routes to and from the centre.

If the location is appropriate, consideration should also be given to the inclusion of other community services, such as a library within this new development.

Aligned to the anticipated housing growth in New Tolworth, Investigate the potential to create a new strategic Council owned, community sports hub incorporating both wet and dryside facilities to service residents in the South of the Borough integrating a range of community services in one place.

Chessington and residents in the South of the Borough have, to date, not had easy access to water space and there is limited accessibility to indoor sports hall space with Tolworth Recreation Centre (which is in below average condition) and the Kings Centre (which offers very limited community access particularly at weekends). There is likely to be increased housing development in the area which will add further to pressure on local facilities.

This would be an opportune time to develop a strategically important sports facility to serve the needs of this community (and new residents). The Council should, thus, commit to investigating the opportunity to create a new facility on an appropriate site (taking account of the requirement of the Council to build another school in the Borough if appropriate, by 2020).

Ideally the start point for a facility feasibility assessment should encompass consideration of the need for and viability of the following mix of health and physical activity facilities:

- 6 lane 25-metre swimming pool
- Teaching pool
- 100 station fitness suite.
- 2 x group fitness studios.
- 4-6 court sports hall.
- Changing rooms.
- Integrated healthy living centre.
- Cafeteria.
- Range of office space and meeting rooms (determined by the number of services on offer e.g. GP referral, physiotherapy, community liaison, Police etc).
- Walking, running and cycling routes to and from the centre.

If the location is appropriate, consideration should also be given to the inclusion of other community services, such as a library within this new development.

In line with the above and in parallel with its development, the Council should consider the facility requirements in the area, including the future of Tolworth Recreation Centre

Replace the ancillary facilities at Kingsmeadow Fitness and Athletics Track to ensure that it supports the wider health and wellbeing agenda as well as supporting competitive athletes who use the facility. Consider co-location of other activities which will lead to increased footfall and help its sustainability.

Kingsmeadow Fitness and Athletics centre is the key athletics facility in the Borough serving a much wider population. The track is fit for purpose and has a relevant maintenance programme in place. However, the ancillary facilities are outdated and in need of significant investment. There is a strong disabled athlete programme/club whose needs should be considered within any facility upgrade. This venue has the potential to contribute positively to the health and wellbeing agenda whilst supporting competitive athletes to become the best they can be (including disabled athletes).

The key challenge/opportunity in relation to Kingsmeadow is the juxtaposition of AFC Wimbledon and car parking sports facilities and the management of the overall site for the benefit of local residents. Ideally this facility should include the following mix of sport and physical activity facilities:

- 80-100 station fitness suite including strength and conditioning equipment available for competitive (both disabled and non-disabled) athletes.
- 2 x group fitness studios
- Office space and meeting rooms (determined by the number of services on offer e.g. GP referral, physiotherapy, community liaison, Police etc).
- Kitchen/cafeteria (potentially events based)
- 2 x meeting rooms (club room and classroom facilities for coach development etc)
- Maintained athletics track
- Changing facilities
- In particular walking and running (but also cycling) routes to and from the centre.

Any investment in major leisure facilities should consider the potential to combine or include a combat sports/martial arts facility due to the high participation rates in a number of these sports across the Borough.

The Strategy identified a range of different combat sports and martial arts groups operating throughout the Borough and producing top quality athletes within their particular specialisms, as well as offering participation opportunity for young people in particular. The key challenge for clubs is the volume and length of time available with regard to space to which they can access; this is reportedly limiting growth across this aspect of provision.

Within the above context there is a need for the Council to consider how it could work with the different NGBs and local clubs to identify facilities where a combat sports hub could be permanently set out, thus enabling clubs to meet unmet demand and grow the volume and range of opportunity across the various sports and disciplines.

There may be an opportunity to consider the development of a permanent facility aligned to one of the new facilities in the Borough. This will, however, require input from key partners including, as noted above, the relevant NGBs and local clubs. It would be worth mapping the

range of venues presently used for combat sports/martial arts in the Borough and possibly discussing the provenance of clubs' existing membership bases. This could form part of an assessment to determine where a new facility might be best located in the most accessible location possible aligned to other new developments being considered/taking place.

Strategic recommendation 2: To work with Education to ensure that any new developments or improvements to school sports/physical activity facilities in existing schools are accompanied by a meaningful community use agreement.

Kingston Academy is the newest School to open in the Borough (2015) and will be increasing its intake year on year until 2020. At present, it does not have sufficient on-site sport facility capacity so it makes use of the YMCA (Hawker site) for its sporting needs (provision at the YMCA includes a health and fitness suite and two studios). There is a requirement to build one more senior school in the Borough by 2020 although the location for this has not yet been confirmed.

Other schools in the Borough offer significant community use but this needs to be put on a more formal setting. This should take the form of a uniform community use agreement (with minor variations by institution), ensuring that school sports facility availability is consistent, more or less guaranteed and less susceptible to short term variations with regard to the needs of the school or the personal perspective of head teacher or school governors as they change.

There is, thus, a need for Leisure and Education to work in partnership to get as many schools as possible to sign up to a community use agreement and work with them to achieve maximum possible availability and use (accompanied by an appropriate financial return). These arrangements should encompass the new school when it is built. Both Kingston College and University offer a range of programmes and activities and should be encouraged to be part of the wider offer moving forward.

Two existing school sports halls are considered to be below average quality so they require some investment in refurbishment to ensure that they meet both educational and community requirements. Investment in the facilities at these schools to improve the quality of their sports facilities should be accompanied by them signing up to a community use agreement. In order to do this the Council should consider allowing the use of planning gain funding to invest in improvements to school sports facilities in return for guaranteed and appropriate community access.

Where the Council has a clear requirement to develop new schools as a result of population growth there will be a need to build in cast iron community use agreements to ensure that these assets are available beyond the school day to meet the needs of local communities.

Strategic recommendation 3: To work with selected schools to increase their availability for community use.

Aligned to strategic objective 3, colleagues in Leisure and Education should continue to work in partnership to maintain (and in a limited number of cases) increase the availability and use of key schools identified as not providing as much community access to their sports facilities as could potentially be made available.

The key institution identified in this context is Richard Challoner School, where there is potential to provide additional community use availability (in what is deemed a good quality facility).

Strategic recommendation 4: Use the development of (new) facilities as a catalyst to encourage/require the Council's leisure management contractor to adopt a wider focus on health inequalities

The development of new venues in Kingston, either replacements or additional facilities, presents the opportunity for RBKT to review its current leisure management contract with Places for People Leisure. The relationship is presently strong and positive and the contract is due for renewal in 2021 with both sides keen to develop the relationship further in the interim.

Local government has changed dramatically over the past ten years with significant cuts in public service funding and the expansion of responsibility to deliver health and wellbeing services for communities. There is a need for leisure centres to be more than just places where those residents with a propensity to participate in physical activity can do so. The identified vision for the community sport and physical activity infrastructure is that facilities will be part of strategic hub sites, co-located with other complementary service providers. Places for People Leisure thus needs to develop new ways of working which help to deliver on the wider health, wellbeing (including the provision of healthy food at leisure facilities) and physical activity objectives of the Council and its partners.

There will be a need for Places for People Leisure to continue to develop wider relationships and networks beyond its facilities in order to fully engage with the appropriate partners and communities. This will also require it and the Council to develop a business model which recognises that high income generating activity should cross subsidise other physical activity introductory and ongoing interventions with the inactive or economically challenged groups which enable the Council and its partners to address health inequalities.

As part of the development of new facilities the Council should develop new contract terms for its leisure operator, introducing a range of sports development and physical activity objectives alongside a range of appropriate fiscal and generic usage based performance measures which reflect its wider health and wellbeing aspirations.