

SURREY HEATH BOROUGH COUNCIL INDOOR & BUILT FACILITIES STUDY

STRATEGY & ACTION PLAN

MARCH 2025

QUALITY, INTEGRITY, PROFESSIONALISM

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SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

CONTENTS

Introduction 1

Audit findings 2

Vision and strategic recommendations 5

Indoor and built facilities strategy action plan 7

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

INTRODUCTION

This is the Indoor and Built Facilities Study (IBFS) Strategy and Action Plan that has been prepared for Surrey Heath Borough Council (SHBC) for the period 2025-2038. It has been developed working closely with the Council and partners including its leisure operator, Places Leisure. It builds upon the findings and initial conclusions identified in the Indoor and Built Facilities Study Needs Assessment report which was produced in March 2025. Both documents were prepared by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP).

The needs assessment and the strategy were both prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities Guidance - for Indoor Sports Facilities) and in consultation with SHBC, Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders. Sport England's ANOG guidance for indoor facilities follows a four-stage approach:

- ◆ Stage A: Prepare and tailor the approach.
- ◆ Stage B: Gather information on supply and demand.
- ◆ Stage C: Assessment – bringing the information together.
- ◆ Application: Application of an assessment.

Surrey Heath is an attractive place to live, with low concentrations of both socio economic and health deprivation and a high proportion of physically active residents compared to regional and national averages. The Pre-Submission Surrey Heath Local Plan (2019-2038) sets out that new development will be directed to the defined settlement areas in the west of the Borough, which is already urban in character and contains the majority of housing. Continuing to improve health and wellbeing is a core intended corporate outcome for the Council as set out in its Corporate Strategy (2024-2028). To contribute to this, it wishes to improve access to all leisure provision, by ensuring facilities are attractive, located correctly, priced appropriately and offer programmes suitable to the respective local communities they serve.

Together, the Indoor and Built Facilities Study Needs Assessment and associated Strategy and Action Plan provide key evidence related to protecting, sustaining and improving Surrey Heath's stock of indoor sports facilities over the period to 2038 to meet the needs of a growing population and to adapt to an ageing demographic profile.

Built upon a comprehensive, up-to-date evidence base in line with the Pre-Submission Surrey Heath Local Plan, it sets out a strategic, action plan-based approach to the enhancement of existing, and creation of new, sporting provision. This will ensure that residents can be physically active, healthier and, where appropriate, achieve their physical, sporting, health, and wellbeing ambitions in the local community.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

PART 1: AUDIT FINDINGS

Overall

Headline audit findings confirm overall that Surrey Heath's core-built leisure facilities (sports halls, swimming pools and health and fitness suites) are well located to meet current demand generated by the local population.

There is however a heavy reliance on Places Leisure Camberley, which is the hub and sole publicly contracted facility. It provides a high quality, flexible offer serving residents in the more urban, densely populated areas of the Authority delivering particularly high levels of use in respect of swimming lessons and class-based fitness.

Two of the four community available 3+ court sports halls require improvement and there is a relatively low volume of spare available hall capacity, notwithstanding the good levels of facility provision in neighbouring boroughs. There is evidence that some Surrey Heath sports clubs (i.e., netball) are travelling outside of the Borough to access provision.

Surrey Heath benefits from a good level of health and fitness supply and accessibility in both the public and commercially operated sectors. A health referral offer is delivered via Places Leisure – this has potential to extend its reach.

Sports halls

There are two 'pay and play' (i.e. daytime accessible) 3+ court sports hall facilities in Surrey Heath - at Places Leisure Camberley and Lightwater Leisure Centre. These provide a good quality offer. The two other sports halls, at Tomlinscote Sports Centre and Collingwood College are both shared school facilities.

There are good levels of access to the four community accessible halls. Almost 60% of residents live within one mile, and all live within a 20-minute drive, of the four facilities. Consultation indicates that three of the four are currently operating above 80% of their available capacity. Tomlinscote Sports Centre and in particular Collingwood College will require short/medium term investment to improve quality and ensure they continue to offer a good standard of community accessibility.

There are good levels of accessibility to halls located in neighbouring authorities. There are fifteen 3+ court sports halls located within two miles of the Surrey Heath boundary.

Whilst competitive club and league activity does not feature strongly in the Borough, (indeed some club (netball) demand is exported to neighbouring Boroughs) recreational club-based badminton, basketball and pickleball takes place at these sites. Pickleball is showing strong growth in demand, linked to the growing number of older (60+) residents in the Authority and its popularity amongst this age group.

When considering future sports hall requirements linked to anticipated population growth (to 2040), Sport England's Sports Facility Calculator calculates an additional requirement equivalent to one three badminton court hall in the Borough. This analysis does not consider the spatial location of this demand, the relative attractiveness of existing facilities, or cross boundary movements in demand.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Swimming pools

Places Leisure Camberley is the only publicly accessible 160m² + pool in the Authority. It is a high quality, modern, flexible venue serving the more densely populated part of the borough. It services some of the strong demand for swimming lessons and programmed pool time for Rushmoor Royals Swimming Club.

Of the other two 160m² + pools, Kings International College is currently only made available to its students, and the hotel pool at Pennyhill Park is only accessible at a premium commercial rate. When discounting these two sites, quite a low proportion of the Borough population (c.17%) resides within one mile (i.e. a walking catchment) of the pool at Places Camberley. There are, however, good levels of accessibility to pools in neighbouring boroughs such as the 50m pool at Aldershot Garrison, located close to Camberley. The high level of car ownership in Surrey Heath increases the accessibility of such facilities.

In terms of water space requirements, Swim England calculates that there is a current shortfall of c.600m² of water space in Surrey Heath (based on a 12m² of water space per '000 population ratio). Sport England's Sports Facilities Calculator meanwhile indicates a requirement for around 2.4 lanes of a 25m pool to accommodate future population growth by 2040. Neither of these analyses take account of the spatial location of demand in the Authority, the attractiveness of existing venues or the contribution that facilities located in neighbouring authorities make to meeting demand.

Health and fitness

There are good levels of accessibility to health and fitness provision in the Authority. More than 70% of residents reside within one mile of a facility with 20+ stations. In addition, there is a healthy supply of fitness facilities in neighbouring authorities, with 23 venues located within two miles of the Surrey Heath border.

Current and future demand is well catered for given the quantity and quality of existing health and fitness suites in the Authority, including good quality 'pay and play' access at Places Leisure Camberley (160 stations) and Lightwater Leisure Centre (140 stations). These are accompanied by several large budget gym operators located in the more populated parts of the Authority.

In respect of publicly accessible studio provision, Places Leisure Camberley (4 studios) and Lightwater (3 studios) both offer a comprehensive programme of activity classes. Places Leisure also offer a health referral programme which it is reportedly looking to extend via further collaboration with local GP surgeries.

Other facilities

There are three dedicated **gymnastics** facilities in Surrey Heath. The largest, Generation Gymnastics (which has more than 400 members) is based at Collingwood College. The facilities it uses are of poor quality and in need of extensive capital investment. The Club does not currently hold a long-term lease and is working with British Gymnastics to identify a long-term solution, either at Collingwood College or elsewhere.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Whilst there is no **indoor tennis facility** in the Borough, there is good access to facilities in neighbouring local authorities (15 within a 30-minute drive of Surrey Heath). Consultation with the LTA suggests latent demand for **Padel tennis**, a more accessible form of the game which is showing strong demand nationally. The development of four new padel courts at Lightwater Leisure Centre will partially address the identified shortfall of seven equivalent courts.

There is good access to dedicated **indoor bowls** with one facility (Camberley and District Indoor Bowls Club) located in the borough and a further four in neighbouring authorities. It is a well-established club with in excess of 400 members. Consultation identified that capital investment of c.£250,000 is required to make permanent repairs its roof and that there is an accompanying need to replace its carpet in the medium term.

PART 2: VISION AND STRATEGIC RECOMMENDATIONS

The audit and consultation with SHBC, Places Leisure, sports clubs, and NGBs show that in the main, the core leisure provision (swimming pools, sports halls, health and fitness) is well located to meet demand generated within Surrey Heath. While there are good facilities located in neighbouring authorities, SHBC facilities are generally operating at or near to capacity, reflecting the fact that Places Camberley and Lightwater Leisure Centre constitute the two sole fully publicly accessible sites within the Borough.

The principal challenge for SHBC and partners is to ensure its indoor and built facilities remain fit for the future and provide accessible opportunities. There is a need to consider how additional capacity can be added to the core Borough stock of swimming pools and sports halls, particularly when considering the demand impact of proposed housing growth to 2038.

The need to cater for the core market of sports consumers already participating in built provision whilst enabling growth of existing or new activities to meet the needs of new participants places an emphasis on the programming of existing community available provision, and on exploring opportunities make sites currently not offering community use accessible. SHBC's vision for sport and leisure provision in the area until 2038 reflects a clear ambition to ensure that facilities are attractive, accessible, and fit for purpose with a wide range of programming to meet the needs of all residents. The proposed vision is thus:

“To work with partners to create high quality, inclusive and sustainable sports facilities which meet community need, increase participation and support health and wellbeing now and in the future.”

2.1: Overarching strategic recommendations

Ensure that indoor and built facilities are protected and enhanced through the SHBC Local Plan and Planning System

This strategy should ensure that future sport and physical activity needs within the Surrey Heath administrative area are met via protecting and sustaining existing provision and delivering investment in strategically located new provision.

Specifically, taking into account existing and projected levels of demand for swimming pools and sports halls described in the needs assessment, this means that these facility types should be protected from development / disposal via the planning system.

Looking forward, SHBC should ensure that it has a policy in place to determine the level of CIL / S106 developer contributions linked to the improvement of existing, or addition of new built sports facilities.

Ensure that a flexible programme of aquatic activity continues to be provided in the Borough, and that opportunities to create additional swimming pool capacity are explored with partners.

Given the key role of Places Leisure Camberley, SHBC should liaise with Places Leisure to ensure that the operator continues to provide a balanced programme of aquatic activity, with an accompanying pricing structure which allows access to the broadest range of resident groups.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

To add to swimming pool capacity at least in the short/medium term it is recommended that SHBC initiates a dialogue with Kings International College and the Swim England Business Engagement Team to determine the possibility of opening this facility for community use.

To fully and accurately determine the Borough's future swimming pool requirements, it is also recommended that SHBC considers commissioning a bespoke Facilities Planning Model (FPM) swimming pool assessment to assess the likely impact of future growth on existing facilities in the medium term. This could be aligned with preparation of the new Local Plan, which is expected to commence in Autumn 2025.

Ensure that the accessibility, availability and quality of current sports hall provision is optimised and that opportunities to increase the available supply are considered.

It is recommended that SHBC considers how it can work with facility operators to provide additional sports hall capacity. In particular, Places Leisure and Lightwater Leisure Centre should review current programmes of use to consider whether (for example) any football activity presently being accommodated in their sports halls might be transferred to outdoor provision, thereby creating additional capacity for indoor sports.

SHBC should also liaise with parish councils to consider whether capacity exists at community hall facilities to accommodate certain types of activity (e.g. single court badminton) which would in turn create additional capacity for larger sports hall (team sport) bookings.

Where quality issues are identified (Tomlinscote Sports Centre and Collingwood College), SHBC should work with these schools and approach the Surrey Active Partnership to explore funding opportunities in order to deliver the required capital improvements. In respect of Kings International College, dialogue should be initiated in respect of whether this site can offer community access to its sports hall.

To fully and accurately determine the Borough's future sports hall requirements, it is also recommended that SHBC considers undertaking bespoke FPM sports hall assessment to assess the likely impact of future growth on existing facilities in the medium term; this too could be aligned with preparation of the new Local Plan.

Continue to ensure that opportunities to access leisure provision are maximised for more vulnerable residents, including those with long term health conditions, people with disabilities, older people and those who are financially disadvantaged.

In respect of its corporate commitment to improving the wellbeing of its residents, SHBC should continue to support Places Leisure to expand its health referral programme at Places Camberley, including providing the necessary support to facilitate networking with public and primary health contacts.

SHBC should work with Places Leisure to ensure that the pricing, concessionary discounting, and the means of access to memberships and activities at Places Leisure Camberley are accessible to older residents, those living in the rural areas of the authority and the relatively small number of people living in Surrey Heath classed as being financially disadvantaged.

Given the continued rise in the number of older residents over the strategy period, SHBC should work with leisure operators including Places Leisure and Lightwater Leisure Centre and community organisations to ensure that facility programming, and access to facilities (particularly during the daytime) reflects the need to support older residents to be active.

PART 3 INDOOR AND BUILT FACILITIES STRATEGY ACTION PLAN

The following action plan contains three sections:

1. Overarching recommendations.
2. Site specific recommendations.
3. Sport specific recommendations.

In respect of timescales, short term refers to 1-2 years; medium is 3-5 years and long-term equates to 5-10 years. Action Plan priorities are categorised either as protect, enhance or provide in line with Sport England objectives. The Sport England definitions for these 'headings' are as follows:

- ◀ **Protect**- to protect the right opportunities in the right places.
- ◀ **Enhance** - to enhance opportunities through better use of existing provision.
- ◀ **Provide**- to provide new opportunities to meet the needs of current and future generations.

NB: Responsibility for actions set out in the plan are not solely the responsibility of SHBC and are assigned across a number of agencies including SHBC, schools, the Surrey Active Partnership, NGBs and sports clubs. This reflects the fact that, while the strategy was commissioned by the local authority, a partnership approach will be required to deliver its recommendations.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Table 3.1: Overarching objectives

Strategic objective	Recommended actions	Timescale	Responsibility
Local Plan (enhance/provide)	Adopt this Indoor and Built Facilities Strategy as an evidence-based document supporting the Local Plan to appropriately inform development management decisions. Retain / develop a policy to secure developer contributions for indoor and built sports facilities.	Short term (2025-26)	SHBC
Local Plan (protect)	Ensure that the Local Plan contains a suitably worded policy to protect existing provision in line with NPPF (paragraph 104). Use the Strategy and Action Plan document to inform the need for new/enhanced provision as well as protecting existing provision. Swimming pools: All existing swimming pool provision should (given existing and projected levels of demand) be protected from development / disposal via the planning system. Sports halls: All existing sports hall provision should (given existing and projected levels of demand) be protected from development / disposal via the planning system.	Short term (2025-26)	SHBC
Maintain/improve swimming pool capacity and accessibility	SHBC to liaise with Places Leisure to ensure that the operator continues to provide a balanced programme of aquatic activity, with an accompanying pricing structure which allows access to the broadest range of resident groups. Consider commissioning a bespoke FPM swimming pool assessment to assess the likely impact of future growth on existing facilities in the medium term.	Medium term (2025-28)	SHBC; Places Leisure
Maintain/improve swimming pool capacity and accessibility	Ensure that options to create additional swimming pool capacity are explored with partners by liaising with Kings International College (KIC) and the Swim England Business Engagement Team to determine the possibility of opening its swimming pool for community use.	Short term (2025-26)	SHBC; Swim England; Kings International College

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Strategic objective	Recommended actions	Timescale	Responsibility
Sports hall accessibility, availability and quality (enhance / provide)	Work with Places Leisure and Lightwater Leisure Centre to review current programmes of use to consider whether to review their activity programmes and to assess whether some of the indoor football being accommodated could, over time, be transferred to outdoor provision to create additional capacity for indoor sports.	Short-term (2025-26)	SHBC
Sports hall accessibility, availability and quality (enhance / provide)	Liaise with parish councils to review available capacity within smaller community hall facilities to accommodate current leisure centre bookings.	Short-term (2025-26)	SHBC; Parish councils
Sports hall accessibility, availability and quality (enhance / provide)	Initiate a dialogue with Kings International College to investigate whether and how community access to its sports hall might be feasible.	Short-term (2025-26)	SHBC; Bourne Education Trust
Sports hall accessibility, availability and quality (enhance / provide)	Work with Tomlinscote Sports Centre, Collingwood College and the Surrey Active Partnership) to explore funding opportunities in order to deliver required sports hall facility improvements. Consider commissioning a bespoke Facilities Planning Model (FPM) sports hall assessment to assess the likely impact of future growth on existing facilities in the medium term; this could be aligned with preparation of the new Local Plan, which is expected to commence in Autumn 2025.	Medium-term (2025-8)	SHBC; Surrey Active Partnership; Schools; Sport England
Maximise access to leisure provision for more vulnerable residents, including those with long term health conditions, people with disabilities, older people and those who are financially disadvantaged.	Expand the scale and remit of the heath referral programme at Places Camberley, including providing the necessary support to facilitate networking with public and primary health contacts. Ensure that the pricing, concessionary discounting, and the means of access to memberships and activities are fully accessible to older residents, those living in the rural areas of the authority and people classed as being financially disadvantaged.	Medium term (2025-28)	SHBC; Places Leisure

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Strategic objective	Recommended actions	Timescale	Responsibility
Maximise access to leisure provision for more vulnerable residents, including those with long term health conditions, people with disabilities, older people and those who are financially disadvantaged.	Ensure that space in the Authority's main indoor sports facilities (Places Leisure and Lightwater Leisure Centre) and where feasible with facilities managed by community organisations provide daytime access to facilities to support older residents to be active.	Short term (2024-25)	SHBC; leisure operators; community organisations

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Table 3.2: Site specific actions

Facility	Management	Overview	Action	Lead agency	Timescale
Collingwood College	Academy Trust	This site has a 4-court hall rated poor, reflecting a long-term lack of investment. The floor needs to be replaced in the short term with consideration also given to installing an energy efficient heating system. The spare capacity (in terms of usage) reflects its current quality.	Significant investment is required at this site. A key need is to replace the floor, improve the decor and upgrade the lighting to LED, or replace the hall in its entirety.	Academy Trust	Short/medium
Collingwood College	Academy Trust	As above.	The heating and ventilation of the hall needs to be upgraded/replaced with a more effective, energy efficient system.	Academy Trust	Long
Lightwater Leisure Centre	Community organisation (Lightwater Playing Fields Association)	This is a stand-alone leisure centre located in the centre of the Authority. It has a 4-court sports hall, 140 station fitness facility & three studios. All elements are rated good. It is reportedly well used, supporting a range of sports, including pickleball and badminton. The Centre is replacing its outdoor netball/tennis courts with three padel courts.	Maintain facility to its current standard to ensure that it continues to support the Authority's residents. Ensure that Lightwater Leisure Centre continues to promote a suitable daytime offer and that activities provided at these times are priced accordingly.	SHBC; Lightwater Playing Fields Association	On-going
Places Leisure Camberley	Places Leisure	Facility comprising 6-lane x 25m pool, 8-court sports hall, 160 station fitness plus several studios. All elements rated good. Sports hall operates at capacity. It has a small amount of spare capacity in its swimming lesson programme.	It is essential that the quality of this venue continues to be high and that the programming and pricing enables it to meet the needs of all the Authority's residents. As the SHBC population will age over the lifetime of this strategy, it is especially important to provide suitable daytime activity programmes to cater for this demographic.	SHBC; Places Leisure	On-going

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Facility	Management	Overview	Action	Lead agency	Timescale
Tomlinscote Sports Centre	The Prospect Trust	School site has been well maintained but because of its age (30+ years) it has a below average rating. It has benefitted from recent investment; a new floor was installed in 2020 and has limited but manageable storage.	Additional investment is required to improve the sports hall décor to make it more attractive to the modern user.	The Prospect Trust	Short

Facility	Management	Overview	Action	Lead agency	Timescale
Kings International College	Bourne Education Trust (BET)	Education site with a 4-court hall plus a 160m ² swimming pool. It was not physically assessed as part of the audit, but (via a virtual assessment) the sports hall is rated as above average and is available to hire. The swimming pool is not available for community use (no quality rating was obtained for this).	SHBC should initiate a dialogue with both the School and Swim England Business Engagement Team in respect of determining the possibility of opening this facility. Liaise with the School to evaluate the level of community (non-school) sports hall usage, and if there is spare capacity, signpost certain clubs there to help tackle capacity issues elsewhere.	SHBC; Swim England Business Engagement Team.	Short
Generation Gymnastics CIC	Generation Gymnastics CIC	Gymnastics hall owned/managed by Collingwood College. It is 50+ years old with poor ventilation, tired décor and no spectator viewing areas. The Club does not have security of tenure at the site.	Work with British Gymnastics to support Generation Gymnastics to either upgrade and secure its tenure at the existing venue at Collingwood College or support the club to move to a new premises.	SHBC; Collingwood College; British Gymnastics	Short
Prime Acrobatics	Prime Acrobatics	This is a new dedicated gymnastics facility. The Club did not respond to a request for consultation, however, as the site is new, it is presumed that it is not in need of any immediate investment.	Support the club to maintain the quality of its facility.	Prime Acrobatics	On-going

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Facility	Management	Overview	Action	Lead agency	Timescale
Camberley & District Indoor Bowling Club	Camberley & District Indoor Bowling Club	6-rink indoor bowls facility rated above average. It does have a number of structural issues, including a leaking roof. The carpet will need to be replaced in the medium term.	Support the Club to identify and secure funding to help it to address the issues identified.	Bowling Club; English Indoor Bowling Association; SHBC.	Roof – short term; Carpet – medium term.

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Table 3.3: Sport specific overview and recommendations

Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Badminton	The five 3+ court sports halls (26 badminton courts) in Surrey Heath offer varying levels of quality and accessibility. Consultation with Badminton England outlined the need for increased quality and availability of courts in Surrey Heath alongside the need to increase the number of qualified coaches.	Improve the quality of the school sports halls at Collingwood College and Tomlinscote Sports Centre. Liaise with Badminton England to consider the support needed to encourage badminton club development.	SHBC; Badminton England.	Medium	Enhance Provide
Gymnastics	The two EA affiliated gymnastics clubs in the Authority are Generation Gymnastics CIC and Prime Acrobatics. Prime Acrobatics recently moved to a new facility, whereas Generation Gymnastics is located in a poor-quality facility, on the campus of Collingwood College. A third venue at Little Gym Camberley, focuses on private introductory gymnastics and children's parties. British Gymnastics acknowledges that Generation Gymnastics club's facility is poor and is helping the club to explore options to find a new or upgraded its existing facility.	Determine whether and how facility improvements can be delivered at Generation Gymnastics' current facility. Should improvements be feasible, they need to be accompanied by a long-term lease for the Club at the site.	SHBC; British Gymnastics; Collingwood College; Generation Gymnastics.	Short/medium	Enhance Provide
Indoor bowls	The Camberley Indoor Bowls Club facility faces several issues, including a leaking roof and the need to replace its carpet in the medium term. The English Indoor Bowling Association confirms that this venue offers sufficient current/future provision for residents.	The Club requires support to upgrade its facilities. It should work with SHBC and the English Indoor Bowling Association to identify capital grant funding to enable it to fund the necessary repairs and, in the medium term, replace the carpet.	SHBC; Bowls clubs; English Indoor Bowling Association.	Short/medium	Enhance Provide Protect

SURREY HEATH BOROUGH COUNCIL INDOOR AND BUILT SPORTS FACILITY STRATEGY

Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Netball	<p>No competitive netball takes place in Surrey Heath. One team (Surrey Heath Netball Club) trains at Connaught Junior School in Bagshot but there is no indoor or outdoor league in operation within the Borough.</p> <p>The only potential outdoor venue is Lightwater Leisure Centre. However, its 4 netball courts are being converted to become padel courts in summer 2025</p>	To encourage development of netball in the Authority, SHBC should work with the two leisure operators and schools to (where possible), review current less appropriate sports hall use (e.g. indoor football) to free up space and then look to proactively attract netball use.	SHBC; Leisure operators.	Short/medium	Protect Enhance Provide

Sport	Overview and challenges	Recommended actions	Lead agency	Timescale	Objective
Swimming	<p>Of the three 160m2 + pools only Places Leisure Camberley is fully community available, the second is a part of a private health suite (Pennyhill Park) and the third (Kings International College) is currently not available to the community.</p> <p>Places Leisure Camberley is rated good and operates virtually at capacity for swimming lessons.</p> <p>Swim England states that there is a current shortfall of c.600m² of water space (based on a 12m² per '000 population facilities per head ratio).</p>	<p>Initiate dialogue with both Kings International School and Swim England's Business Engagement Team (BET) to determine the possibility of opening this facility for community use, to increase supply of water space in the Authority.</p> <p>Commission an FPM study to assess overall swimming demand/need in the Authority to get a more accurate picture of future demand.</p>	SHBC; Swim England.	Short	Protect Enhance Provide
Squash	<p>There is currently no operational squash court facility in the Authority.</p> <p>Two sites (Curtis and Staub Gymnasium (Camberley) and Lakeside Leisure Complex) containing six courts in total are both currently closed, and it is not known if/when they will open.</p>	Work with England Squash to consider whether/how existing courts at Lakeside and Curtis and Staub Gymnasium can be re-opened or new courts developed.	SHBC; England Squash.	Short	Protect Enhance Provide

PART FOUR: MONITORING AND REVIEW

This Strategy identifies and recommends the investment and actions required to deliver and maintain high-quality built facilities infrastructure for the Surrey Heath administrative area for the period up until 2038.

It is important that it is (and is treated as) a live document and is used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component contributing to the quality of life of Surrey Heath residents.

Strategy production is just the start of the process and there is a requirement for all partners to engage in ongoing dialogue and review to ensure that a considered perspective and approach is maintained throughout the strategy period.

It will be important for SHBC and its partners to develop a 3-5 year action plan based around the Strategy and for this to be annually monitored and reviewed. This should not only evaluate progress made against the objectives set out in the action plan but should identify actual/potential changes in supply and demand in the Authority. This is on the basis that the Strategy is as much about how facilities are used as it is about ensuring that local infrastructure is of a good quality.

The annual review process should include:

- ◆ Annual review of progress in respect of actions taken with regard to action plan recommendations made; taking account of any changes required to the priority of each action (e.g. the priority of some may increase/reduce following implementation of others).
- ◆ Lessons learnt throughout the period.
- ◆ New facilities coming on stream (or being made newly available to the community) which will need to be taken into account.
- ◆ Any specific changes in the accessibility of, or usage levels at, key sites (e.g., sport specific specialisms of sites, changes in availability, etc.).
- ◆ Any specific changes in demand at/for particular facilities and/or clubs in the area (e.g., reduction or increase in club numbers, new housing growth).
- ◆ New formats of traditional sports that may need to be considered.
- ◆ Any other new or emerging issues and opportunities.

Annual review outcomes should be to develop an updated short/medium-term action plan for indoor and built sports facilities across the Authority.