



# Tunbridge Wells Borough Council

Strategic Outcomes Planning Guidance  
Diagnostic Report

A report by

Strategic Leisure Limited

March 2022



**Strategic Outcomes Planning Guidance (SOPG) Diagnostic Report**

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# Tunbridge Wells Borough Council

## *Strategic Outcomes Planning Guidance (SOPG) Diagnostic Report*

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## 1.0 Introduction and Scope of Work

### Introduction

- 1.1 This Strategic Outcomes Planning Guidance (SOPG) report has been commissioned by Sport England and Tunbridge Wells Borough Council (TWBC). The purpose of the SOPG diagnostic is to provide a position statement for TWBC to illustrate where the Council is in the process of thinking about, and planning for, physical activity and leisure provision over the next 5 to 10 years.
- 1.2 Tunbridge Wells Borough Council (TWBC) is currently reviewing its Local Plan to reflect the development of new homes in the Borough. The proposals in the emerging Local Plan for the Paddock Wood area, in the north of the Borough, would see c1,000 houses to be delivered at Paddock Wood with planning permission up until March 2025, and then around a further 3,600 from April 2025 to 2038, plus 2,100 houses at Tudeley (from 2025 to 2038), together with further development at Horsmonden (280 additional by 2038), and Matfield (55 additional by 2038). Beyond 2038 there would be a further 900 houses at Tudeley.
- 1.3 Masterplanning work has been completed in relation to the growth proposed around Paddock Wood and east Capel (approximately 3,490 to 3,590 homes up to 2038) and Tudeley Village (2,100 homes up to 2038, 2,800 in total). These are two new strategic growth sites as set out in the emerging draft Local Plan which are to be delivered in line with garden settlement aspirations. Both masterplans have been developed on this basis, to deliver sustainable new communities, and include provision for sports facilities (including the potential for a swimming pool) commensurate with the growth planned.
- 1.4 This is reflected in the Submission Local Plan (SLP) policy and will be a requirement of any planning application(s) coming forward for these sites.
- 1.5 The population growth in the Borough as a result of these new homes will increase demand for a range of community services, including sport and physical activity provision.
- 1.6 TWBC is therefore considering its options for future leisure and physical activity provision in the Borough, including active travel and making even more of its outdoor environment through a series of identified sports hub sites.

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1.7 The number, location and nature of indoor physical activity facilities needs to be considered for a number of reasons:

- The growing population
- The condition of the existing provision
- Operational costs and income generation
- Environmental impact of the service
- The impact of Covid and changing needs for physical activity
- The provision in neighbouring local authority areas

1.8 TWBC currently provides three leisure facilities in the Borough:

- Tunbridge Wells Sports and Indoor Tennis Centre, Royal Tunbridge Wells;
- Weald Sports Centre, Cranbrook; and
- Putlands Sport and Leisure Centre, Paddock Wood (dryside only).

1.9 Given the factors highlighted above, TWBC wishes to understand:

- What is the current and future need for swimming pools, sports halls, health and fitness in the Borough?
- Does the Borough need more or fewer facilities?
- What do these need to offer and look like?
- Is there an opportunity to replace existing facilities with an improved offer?

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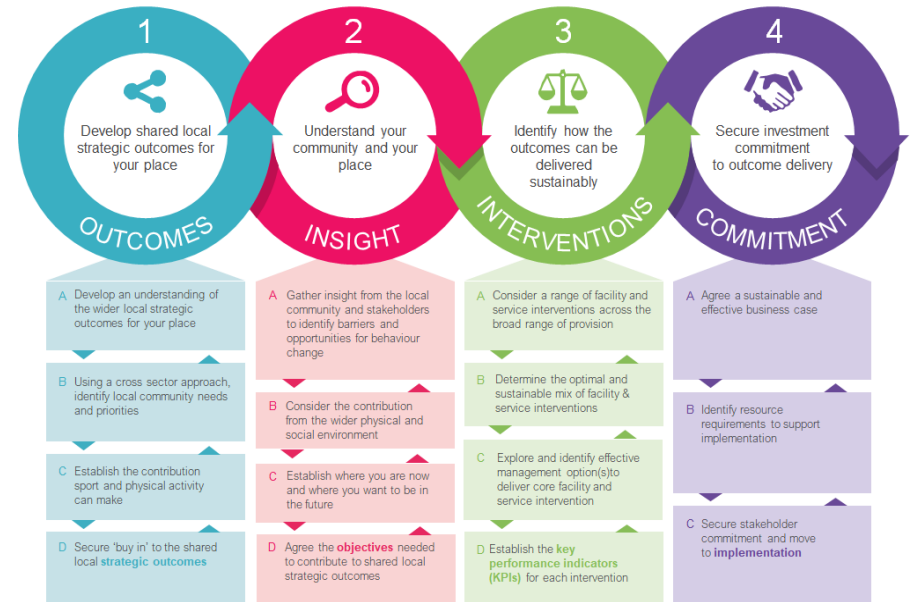
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- What will be the impact of circa 20,000 new housing units in close proximity to Paddock Wood?
- Is there any opportunity for a cross border approach and or partnership to provision?

## The SOPG Diagnostic

- 1.10 This SOPG diagnostic seeks to identify future sport and physical activity needs for the borough, any gaps in existing provision and options for best addressing these challenges that will underpin a future Leisure Strategy.
- 1.11 The ‘Strategic Outcomes Planning Guidance’ (SOPG) provides a robust and consistent approach for establishing local need and achieving the best return on the use of resources.
- 1.12 The SOPG guidance is structured around four stages as illustrated in Figure 1:

Figure 1: Sport England SOPG Guidance



- 1.13 Having a clear, strategic and sustainable approach to sport and physical activity is essential prior to making effective investment into provision – both facilities and services. Creating a focus and vision on local outcomes, informed by customer insight and delivering interventions (capital and revenue) that effect behaviour change in the target audience will ultimately deliver local outcomes for a place.

## Scope of Work

1.14 On the basis of the above, the scope of work covered by this report is:

- **Headline demographic and socio economic review of the Borough;**
  - Capture the outcomes and key strategic drivers for the Council including inequalities, Climate emergency, health and wellbeing;
  - Site visits to all TWBC facilities
- **Operational Review of the three existing facilities – facility mix, catchment area, usage (who is using what, where do people come from?) and bench marked performance**
- **Review of each facility in relation to key strategic factors: meeting local need; community capacity; operating costs; adjacency to and or competition with other provision; investment needs and or replacement costs; building condition; catchment areas; unmet demand; key users for example, schools for curriculum delivery; and environmental impact of the service in line with the Council’s plan to be net carbon neutral by 2030**
- **Assessment of need for swimming, sports halls and fitness**
- **Headline Supply and Demand Analysis**
  - Identification of communities not currently served by current facilities;
  - Identification of options for future delivery and indicative financial implications (this will include other potential sources of funding where identified); and
  - Draft and final reports.



## 2.0 Existing Leisure Facility Provision

### Tunbridge Wells Borough Council

2.1. TWBC currently provides three community leisure facilities, all of which are managed by Fusion Lifestyle:

Table 1: Current Leisure provision managed by Fusion Lifestyle

Facility	Facility Activity Areas
<p>Tunbridge Wells Sports and Indoor Tennis Centre</p> <p>Tunbridge Wells Sports and Indoor Tennis Centre is located on the outskirts of the town of Royal Tunbridge Wells. The swimming facilities and six squash courts were built in 1974 and since then the Centre has been gradually extended and refurbished with a 2 court sports hall being added in 1979. This hall was then replaced by an Indoor Tennis Centre and two single court sports halls in 1996 and three new glass backed squash courts replaced the original six courts in 1998. The Centre comprises the following facilities:</p>	<ul style="list-style-type: none"> <li>• two multipurpose, single court sports halls (that is 8 badminton courts in total)</li> <li>• four indoor tennis courts</li> <li>• three squash courts</li> <li>• fitness studio with over 100 stations and cardio theatre</li> <li>• two workout studios and one Spinning room</li> <li>• health suite with sauna</li> <li>• main pool, 25 meter x 6 lane</li> <li>• learner pool 12.5 meter x 9 meter</li> <li>• diving pool 12 meter x 12.5 meter x 4 meter deep with 5 meter platform and 1 meter and 3 meter springboards</li> <li>• crèche</li> <li>• cafeteria and vending</li> <li>• sports shop</li> <li>• meeting room</li> <li>• changing rooms, toilets and offices.</li> </ul> <p>In 2017 the centre underwent a £1.7 million redevelopment, which has seen many aspects of the facility improved. The transformed and upgraded facilities now provide:</p>

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Facility	Facility Activity Areas
	<ul style="list-style-type: none"> <li>• Modern gym and multiuse functional space</li> <li>• New indoor cycling area and multipurpose studio</li> <li>• Refurbished swimming pools – 25m, learning pool and diving pit</li> <li>• Luxurious spa facilities within the gym changing space</li> <li>• Main reception area</li> <li>• New café</li> <li>• Fun and interactive soft play centre</li> <li>• 4 indoor tennis courts</li> <li>• 3 glass backed squash courts</li> <li>• 2 sports halls for basketball, trampolining, badminton, table tennis, and football</li> <li>• The Health Suite for beauty treatments, sauna</li> <li>• The Sports Shop specialising in racquet sports</li> </ul> <p>There are a number of contracts with third parties within the Centre covering areas and or functions including:</p> <ul style="list-style-type: none"> <li>• sports shop and vending</li> <li>• cleaning</li> </ul>
<p>Weald Sports Centre</p> <p>The Weald Sports Centre is situated in Cranbrook and opened in February 2000 following a successful Lottery Sports Fund application. Costing £4.5 million the Centre is built on land previously owned by the neighbouring Angley School.</p> <p>The Centre has been managed by Fusion Lifestyle, on behalf of TWBC since 2006.</p>	<ul style="list-style-type: none"> <li>• a single court sports hall (that is 4 badminton courts)</li> <li>• dance studio</li> <li>• fitness studio</li> <li>• Spinning area</li> <li>• 25 meter, 5 lane deck level pool with floating floor</li> <li>• changing rooms, toilets, offices and vending and spectator area</li> </ul>

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Facility	Facility Activity Areas
<p>The nearest sports centres to Cranbrook are Tenterden (10 miles to the east), Tunbridge Wells (14 miles to the north), Putlands in Paddock Wood (15 miles to the northwest) and Tonbridge (17 miles to the west respectively).</p>	
<p><b>Putlands Sports and Leisure Centre</b></p> <p>Putlands Sports and Leisure Centre is located on the outskirts of the town of Paddock Wood which is itself situated on the northern boundary of the Borough of Tunbridge Wells some 7 miles from the towns of Royal Tunbridge Wells and Tonbridge. This position will however change as there will be further growth around Paddock Wood through sites being built out.</p> <p>The Centre opened in 1994 and was managed by the Paddock Wood Town Council until March 2003 when management responsibility for the Centre was transferred to TWBC. Fusion Lifestyle has managed the Centre on behalf of TWBC since 2006. The sports pitches adjacent to the centre are maintained by the Parish Authority.</p> <p>The local secondary school, Mascalls Academy, is situated opposite the Centre some 200m in distance.</p> <p>The nearest sports centres to Putlands are located in Royal Tunbridge Wells (7 miles to the west), Tonbridge (10 miles to the west), Cranbrook (15 miles to the southeast) and Larkfield (10 miles to the north).</p>	<p>The Centre comprises the following facilities:</p> <ul style="list-style-type: none"> <li>• a single court sports hall (that is four badminton courts)</li> <li>• fitness studio</li> <li>• dance studio</li> <li>• Sauna</li> <li>• meeting room</li> <li>• concessions for beauty and skin care, aromatherapy and osteopathy</li> <li>• changing rooms, toilets, offices and vending area.</li> </ul>

- 2.2. The current contract with Fusion Lifestyle is due to end in 2022. There is a generally good local relationship with Fusion Lifestyle; the existing contract has been extended to allow recovery post Covid. Fusion Lifestyle have been unable to repay all the loan they owe to TWBC in the original time period envisaged due to the impact of Covid. This is an important consideration in relation to the existing contract.

## Other Physical Activity Facilities in Tunbridge Wells

- 2.3. In addition to the TWBC facilities, there are a number of other facilities provided by the commercial, education and voluntary sectors.
- 2.4. A list of all known physical activity facilities provided in Tunbridge Wells borough is shown in Table 2.

Table 2: List of all facilities provided in Tunbridge Wells Borough

Facility Type	Sub Facility Type	Tunbridge Wells Borough
Artificial Grass Pitch	Long Pile Carpet	6
Artificial Grass Pitch	Sand Dressed	2
Artificial Grass Pitch	Sand Filled	10
Athletics Tracks	All weather tartan track	1
Cycling	Mountain Bike – Trails	1
Curling Rink	England’s only dedicated curling rink; ice	1
Golf	Standard	2
Grass Pitches	Adult Football	51
Grass Pitches	Cricket	47
Grass Pitches	Hockey	3
Grass Pitches	Junior Football 11v11	44
Grass Pitches	Junior Football 9v9	12
Grass Pitches	Lacrosse	8
Grass Pitches	Mini Rugby Union	13
Grass Pitches	Mini Soccer 5v5	20

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Facility Type	Sub Facility Type	Tunbridge Wells Borough
Grass Pitches	Mini Soccer 7v7	39
Grass Pitches	Rounders	51
Grass Pitches	Senior Rugby Union	30
Grass Pitches	Softball	9
Health and Fitness Gym	Health and Fitness Gym	16
Indoor Bowls	Indoor Bowls	1
Indoor Tennis Centre	Traditional	1
Outdoor Tennis Courts	Tennis Courts	89
Sports Hall	Activity Hall	18
Sports Hall	Main	21
Squash Courts	Glass backed	3
Squash Courts	Normal	14
Studio	Studio	16
Swimming Pool	Diving	1
Swimming Pool	Learner, Teaching and Training	4
Swimming Pool	Lido	5
Swimming Pool	Main or General	8
<b>Total</b>		<b>546</b>

- 2.5. With the exception of a few commercial facilities and the TWBC centres, the majority of indoor provision is on education sites. Not all education sites have formal dual use arrangements, although many are open to the community at evenings and weekends., and are regularly used by local sports clubs
- 2.6. TWBC is currently exploring opportunities to develop outdoor sports hubs focussing on a range of sports pitches and facilities. The Vision is for a number of sports hubs in the Borough. Tunbridge Wells Borough Council is currently considering plans for the development of the Hawkenbury Football Hub, Rusthall and The Nevil Cricket ground.

- 2.7. Not only would a Sports Hub provide much needed modern sporting facilities, but it would also bring about significant economic, social, and environmental benefits for the community and sports clubs using the Nevill. The Sports Hub would provide essential programmes and facilities that aim to tackle social deprivation and promote active, healthy living for people of all ages and abilities within the community

## **Cycling and Walking**

- 2.8. The Council collaborated closely with partners including KCC and the Tunbridge Wells Bicycle Users Group to develop their Cycling Strategy for 2016 to 2020, with the intention of making Tunbridge Wells a more bicycle friendly town. Implementation of the strategy has had a significant role to play in promoting healthy lifestyles and increasing opportunities for active recreation and active travel. The strategy acknowledges that levels of cycling in Tunbridge Wells are currently relatively low with limited provision of cycle routes but aims to make cycling a normal part of everyday life in the Borough by creating a safe and welcoming environment for cyclists of all ages and abilities. Key actions include completing a network of high quality cycle routes in urban areas and delivering where possible connecting interurban and leisure cycling routes around the Borough. These are further emphasised in the Local Cycling and Walking Infrastructure Plans (LCWIP) (Phase 2) 2021.
- 2.9. The Council will also work with the Royal Tunbridge Wells Town Forum to develop the green infrastructure and promote opportunities for active travel and recreational walking and cycling. Although now out of date, the 2015 Town Forum's 'Developing Our Green Network' report contained many cross cutting proposals and recommendations for a long term strategy to develop leisure and tourism, making use of the Borough's green assets to promote alternative transport choices and improve the general health of residents.
- 2.10. The next sections of the report reflect the structure of the SOPG guidance in order to understand the Council's position within the strategic outcomes planning process.

## 3.0 Shared Outcomes

- 3.1. Tunbridge Wells Borough Council (TWBC) has a number of Strategies and Policies which provide the context for this report and the shared outcomes for physical activity in the Borough. These are summarised in Table 3.

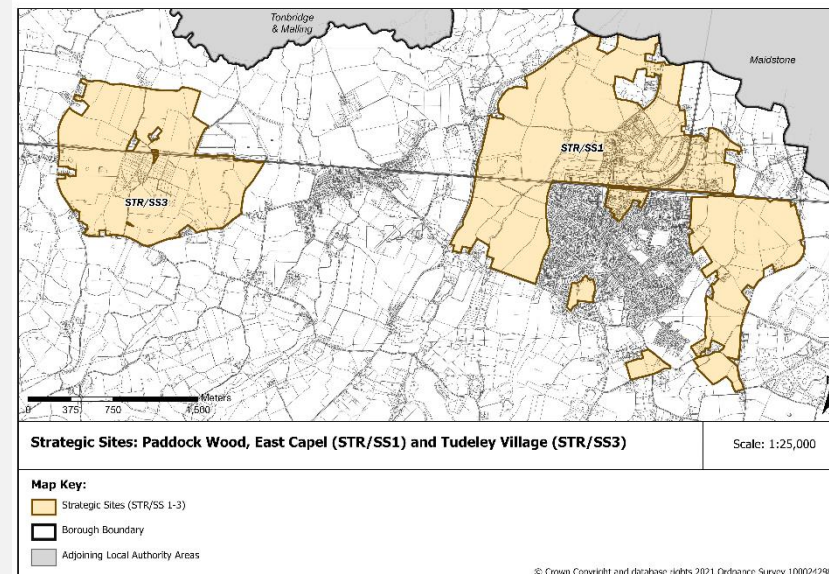
Table 3: Tunbridge Wells Borough – Policy Context

Policy or Strategy	Other Relevant Factors
<p>Tunbridge Wells Borough Council                      The Five Year Plan 2017 to 2022</p>	<p><b>Vision</b></p> <p>Health, leisure, culture and tourism first made the borough a destination over 400 years ago. To continue to be an attractive destination there is a need to build on the spa town heritage, invest in our cultural venues, sports facilities and beautiful parks.</p> <p>Royal Tunbridge Wells is the cultural capital of the Kent and Sussex Weald, with theatres, galleries and alternative venues and music festivals to suit all tastes. This enhances everyone’s quality of life.</p> <p>Looking beyond the town centre, in the heart of the Garden of England, lie a range of ancient market towns and villages, with outstanding countryside, world famous gardens and many National Trust properties that tell the stories of England’s past.</p> <p>The borough is an incredibly attractive place to live, work and visit. It has the highest levels of skills and entrepreneurship in the county, amazing and creative businesses, outstanding schools, and the lowest levels of crime and unemployment, but there is a need for sustainable growth to preserve the wellbeing of our residents.</p> <p>This Five Year Plan sets out a vision for the borough. At its heart is a mission to see an enhanced quality of life for all. delivered through sustainable growth, investing in our local economy by building new arts venues, and enhancing our community and sport facilities.</p> <p>“To encourage investment and sustainable growth, and to enhance quality of life for all.”</p>

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Policy or Strategy	Other Relevant Factors
<p>Tunbridge Wells Borough Council Submission Local Plan 2020 to 2038</p>	<p>The Submission Local Plan 2020 to 2038 proposes two strategic allocations in the parishes of Capel and Paddock Wood: The urban extension of Paddock Wood including land in east Cape, and a new garden settlement Tudeley Village. If adopted, this will mean that about two thirds of the 8,000 new houses to be allocated in the Draft Local Plan will be provided here.</p> <p>The two strategic allocations are shown below, although it is important to note that not all of the land indicated on this plan would be built on if the Plan is adopted, but within the areas shown there would be significant extents of woodland to be retained, areas of open space and playing pitches provided, and space for flood mitigation measures, and landscaping:</p> <p>Masterplanning work has been completed in relation to the growth proposed around Paddock Wood and east Capel (approximately 3,490 to 3,590 homes up to 2038) and Tudeley Village (2,100 homes up to 2038, 2,800 in total). These are to be delivered in line with garden settlement aspirations. Both masterplans have been developed on this basis, to deliver sustainable new communities, and include provision for sports facilities commensurate with the growth planned.</p> <p>For the growth around Paddock Wood, the SLP proposes a new indoor and or outdoor sports hub on approximately 10 hectares of land to the southwest of Paddock Wood, which has the potential to include a six lane swimming pool. The location of the sports provision is considered the most appropriate location from a masterplanning perspective for the growth around Paddock Wood to be delivered on a sustainable basis. (See Appendix 6 for indicative proposals).</p> <p>The emerging Paddock Wood Neighbourhood Plan has also considered the provision of sports facilities for the parish, and there will be a need for playing pitch provision as one element of three as part of the Borough Council's overall playing pitch strategy, together with the provision of youth play space and children's play space.</p>





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Policy or Strategy	Other Relevant Factors
	<p>The preference by the Neighbourhood Plan Group is for a sports hub for outdoor sports to be located on the field behind Baxalls Construction Company – Paddock Wood. It is also understood that the Paddock Wood Neighbourhood Plan would protect all existing sites as Green Space.</p> <p>Tudeley Village, the location that is marked as STR or SS3 on the plan above, is allocated for approximately 2,800 new dwellings to be delivered on site, with approximately 2,100 of these to be delivered by 2038, with the remainder after, together with the provision of appropriate employment within the settlement. The masterplan makes provision for sports and leisure provision to serve the new community.</p> <p>A comprehensive infrastructure framework has been prepared to inform the masterplanning of both the growth proposed around Paddock Wood (including land in east Capel) and Tudeley Village. This sets out all the infrastructure required to deliver the growth on garden settlement principles, including the provision of sport facilities. It is expected this will be delivered via developer contributions to the growth proposed.</p>
<p>Tunbridge Wells Borough Council Sport and Recreation Strategy 2016 to 2021</p>	<p>The Council’s aim in delivering this strategy is:</p> <p>“to enhance the quality of life for our residents and enable our communities to be active, healthy and confident through increased participation in sports and active recreation”</p> <p>By 2021, we will have more residents in Tunbridge Wells borough enjoying the benefits associated with active and healthy lifestyles. We will see more people engaging in at least basic levels of sport and physical activity, encouraging fewer active residents to view higher levels of physical activity as desirable and achievable. We expect the borough to be a place where residents and communities have access to high quality sports and recreation facilities, have more opportunities to participate in sports and active recreation, and enjoy better health as a result. Over the period of this strategy, we aim to:</p> <ul style="list-style-type: none"> <li>• enhance the sports and leisure offer for our residents and visitors</li> <li>• increase levels of customer satisfaction with our sports and leisure facilities</li> <li>• raise the aspirations of residents to participate in sport and active recreation</li> <li>• develop the capacity of our community sports clubs by promoting learning, coaching and volunteering opportunities</li> </ul>

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Policy or Strategy	Other Relevant Factors
	<ul style="list-style-type: none"> <li>• work with national and local health partners to deliver programmes to reduce inactivity</li> <li>• support local businesses to promote active and healthy workplaces</li> </ul> <p>To meet these objectives, we will work with our partners at national, regional and local level to deliver on four key priorities:</p> <ul style="list-style-type: none"> <li>• Raising the profile of sport and active recreation</li> <li>• Promoting healthy lifestyles</li> <li>• Increasing opportunities for sport</li> <li>• Improving sports facility provision</li> </ul>
<p>Cultural strategy 2014 to 2024</p>	<p><b>Vision</b></p> <p>Our Vision 2014 to 24: Informed by consultation, the Tunbridge Wells Borough Council Cultural Strategy sets out an ambitious ten year vision:</p> <p>‘An ambitious ten year vision’ ‘To grow our role as the cultural centre of the Kent and Sussex High Weald, so that by 2024 the Borough of Tunbridge Wells is nationally recognised for its vibrant cultural provision’</p> <p>We believe that there is more that we can do with our cultural assets to make a real difference to the economy of Tunbridge Wells, to the lives of the people who live in the borough and to those who work and visit here. With a focus on collaborative working and achieving long term goals, this strategy will enable us to collaborate with partners and the community to create positive change. The Cultural Strategy sets out Tunbridge Wells Borough Council’s plans to move towards this ambition. This is a five year plan and will be reviewed annually, until 2019 when a comprehensive review will be undertaken.</p>
<p>Kent Joint Health and Well Being Strategy 2021</p>	<p><b>Our Vision</b></p> <p>As outlined above our vision has not changed and we are still determined to improve health and wellbeing outcomes, deliver better coordinated quality care improve the public’s experience of integrated health and social care services and ensure that the individual is involved and at the heart of everything we do.</p>

Policy or Strategy	Other Relevant Factors
	<p><b>Outcomes</b></p> <p>To achieve our vision the outcomes we seek, as informed by the Joint Strategic Needs Assessment, are:</p> <ul style="list-style-type: none"> <li>• Every child has the best start in life</li> <li>• Effective prevention of ill health by people taking greater responsibility for their health and wellbeing</li> <li>• The quality of life for people with long term conditions is enhanced and they have access to good quality care and support</li> <li>• People with mental health issues are supported to ‘live well’</li> <li>• People with dementia are assessed and treated earlier, and are supported to ‘live well’</li> </ul> <p>The information below shows how we will apply our approaches and priorities to each of these outcome areas.</p> <p>The outcomes will be delivered by focusing on our priorities within each of the outcome areas, whilst ensuring that any intervention is informed by the three approaches, that is, that it is centred around the person (see diagram below to understand what person centred care would look like as described by our citizens receiving care), that it is provided in a joined up way, and where appropriate it is jointly commissioned.</p> <p><b>Joint Health and Wellbeing Strategy</b></p> <p>Outcome 1 Every child has the best start in life            Outcome 2 Effective prevention of ill health by people taking greater responsibility for their health and wellbeing            Outcome 3 The quality of life for people with long term conditions is enhanced and they have access to good quality care and support            Outcome 4 People with mental ill health issues are supported to ‘live well’            Outcome 5 People with dementia are assessed and treated earlier, and are supported to ‘live well’</p> <p>Approach: Integrated Commissioning            Approach: Integrated Provision            Approach: Person Centred</p>

<b>Policy or Strategy</b>	<b>Other Relevant Factors</b>
	Priority 1 Tackle key health issues where Kent is performing worse than the England average Priority 2 Tackle health inequalities Priority 3 Tackle the gaps in provision Priority 4 Transform services to improve outcomes, patient experience and value for money

## **Active travel**

- 3.2. TWBC's ambition is that every resident is supported to live a healthy lifestyle. Switching more car journeys to active travel (walking, cycling and public transport) can improve health outcomes, is good for the environment (including air quality) and will also help to support local businesses. Congestion is a significant issue for residents. TWBC is able to help mitigate this by supporting active travel initiatives as set out in the LCWIP Phase 2 2021.
- 3.3. Ensuring that children and young people start to become physically active from an early age, adults integrate physical activity into their everyday lives, and older people staying active are key principles for TWBC. Provision of physical activity (facilities, service and environment) should contribute to:
- Improving the health and wellbeing of the whole community;
  - Contributing to reduced obesity levels, particularly for priority groups;
  - Contributing to improved mental health levels in the community, particularly for priority groups; and
  - Increasing levels of participation in physical activity and sport through behaviour change.
- 3.4. The local policy context aligns with the broader national context summarised in Table 4.

Table 4: Summary of the new Sport England Strategy 2021 'Uniting the Movement'

<p>Sport England Strategy 2021 'Uniting the Movement'</p>	<p><b>The Vision for this 10 year Strategy is:</b> 'a nation of more equal, inclusive and connected communities. A country where people live happier, healthier and more fulfilled lives.'</p> <ul style="list-style-type: none"><li>• <b>Being active is one of the most effective and sustainable ways to achieve this Vision.</b></li><li>• <b>The evidence is overwhelming that moving our bodies – through community sport, fitness and physical activity – improves our lives, individually and collectively.</b></li><li>• <b>Everyone across the nation can benefit from it.</b></li><li>• <b>Sport England won't – and can't – do it alone, ours is a collective purpose: we're part of a much bigger team.</b></li><li>• <b>Together, we won't stop until everyone has the opportunity, the inspiration and the freedom to get moving.</b></li></ul> <p><b>Sport England wants everyone in England to feel able to take part in sport or physical activity, regardless of age, background or ability.</b></p> <p><b>Key priorities of the 10 year Sport England Strategy are:</b></p> <ol style="list-style-type: none"><li>1. Advocating for movement, sport and physical activity</li><li>2. Joining forces on five big issues<ul style="list-style-type: none"><li>• <b>Recover and Reinvent</b></li><li>• <b>An Active and Healthier Life</b></li><li>• <b>Fairer Access to Physical Activity</b></li><li>• <b>Strengthen Communities</b></li><li>• <b>Active Environments</b></li></ul></li></ol>
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3. Creating the catalysts for change

**The Strategy's vision will transform lives and communities through physical activity.** When we choose where to spend time, energy and money, we'll be guided by three principles built into the way we operate:

1. Investing most in those that need it most
  - **We'll balance targeted and universal provision in a way that's proportionate to the level of need.**
  - **We'll draw on the experiences and knowledge of people in places and communities closest to the issues, alongside the influence, views and understanding of national partners.**
  - **We'll make the things that underpin all our work simpler and easier for our colleagues and partners, so the basic information, guidance and support feels brilliantly simple to give and receive.**

2. The right blend of national and local action

3. Simple as standard.

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2. The right blend of national and local action

3. Simple as standard.

'We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers.'

**The Sport England Strategy 'Towards an Active Nation' puts the policies set out in 'A new Strategy for an Active Nation' into practice. This will mean significant change for Sport England and for their partners.**

**This strategy sets out Sport England will deliver this task. The key changes Sport England will make are:**

- **Focusing more money and resources on tackling inactivity because this is where the gains for the individual and for society are greatest**
- **Investing more in children and young people from the age of five to build positive attitudes to sport and activity as the foundations of an active life**
- **Helping those who are active now to carry on, but at lower cost to the public purse over time. Sport England will work with those parts of the sector that serve the core market to help them identify ways in which they can become more sustainable and self sufficient**
- **Putting customers at the heart of what we do, responding to how they organise their lives and helping the sector to be more welcoming and inclusive, especially of those groups currently under represented in sport**
- **Helping sport to keep pace with the digital expectations of customers**
- **Working nationally where it makes sense to do so (for example on infrastructure and workforce) but encouraging stronger local collaboration to deliver a more joined up experience of sport and activity for customers**
- **Working with a wider range of partners, including the private sector, using our expertise as well as**

**our investment to help others align their resources**

- **Working with the sector to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change**

## Summary

3.5. It is clear from the above policy context that TWBC recognises and support the value and role of community leisure facilities in relation to a healthy and active borough population. TWBC is keen to facilitate increased opportunities for their community to be physically active every day and is demonstrating this through support for active travel that is cycling and walking, the proposals for the outdoor sports hubs and their support for active environments. Understanding future needs for the built physical activity environment and how this can be facilitated is critical moving forward given the scale of new housing development in the borough, particularly in the north around Paddock Wood.

In considering future provision, key priorities for TWBC are:

- To increase physical activity and participation through the activities in our leisure facilities;
  - To ensure physical activity will promote and address improved physical and mental health and wellbeing in the borough;
  - To ensure that mental and physical health is addressed through a wide programme of activities, both within the leisure facilities, and on an outreach basis; and
  - To ensure that opportunities for active travel are promoted;
- 3.6. These local priorities align with, and reflect, those set out in the Sport England Strategy 2021, Uniting the Movement, and the emerging Government refocus on the importance of physical activity for health and wellbeing. Further policy detail is anticipated around this as the Government develops its approach to health promotion (likely to be autumn 2021).
- 3.7. Overall it appears that TWBC is clear about its Vision and Outcomes relating to health and wellbeing across the Borough, and there is partnership working in place supporting and sharing this. It is clear there is shared thinking about healthier lifestyles, physical and mental health and wellbeing and increased levels of physical activity.



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- 3.8. Given the timeline of some of the key strategic documents for example, Tunbridge Wells Borough Council Sport and Recreation Strategy 2016 – 2021, and the joint Kent Health and Wellbeing Strategy 2021, it would be beneficial to update these (in partnership where appropriate) to ensure relevant strategic policy is strengthened.
- 3.9. It would also be beneficial to have up to date feedback from the education and voluntary sports club sector, which could be achieved through updating the above.
- 3.10. Understanding the views of Fusion, TWBC's incumbent operator would provide greater awareness of current and future need from an operational perspective.
- 3.11. There does not appear to be a Physical Activity Strategy, Plan or Statement which brings together in one document all strands of a future Vision, and delivery approach for indoor and outdoor facilities, services, the Active Environment, Active Travel.

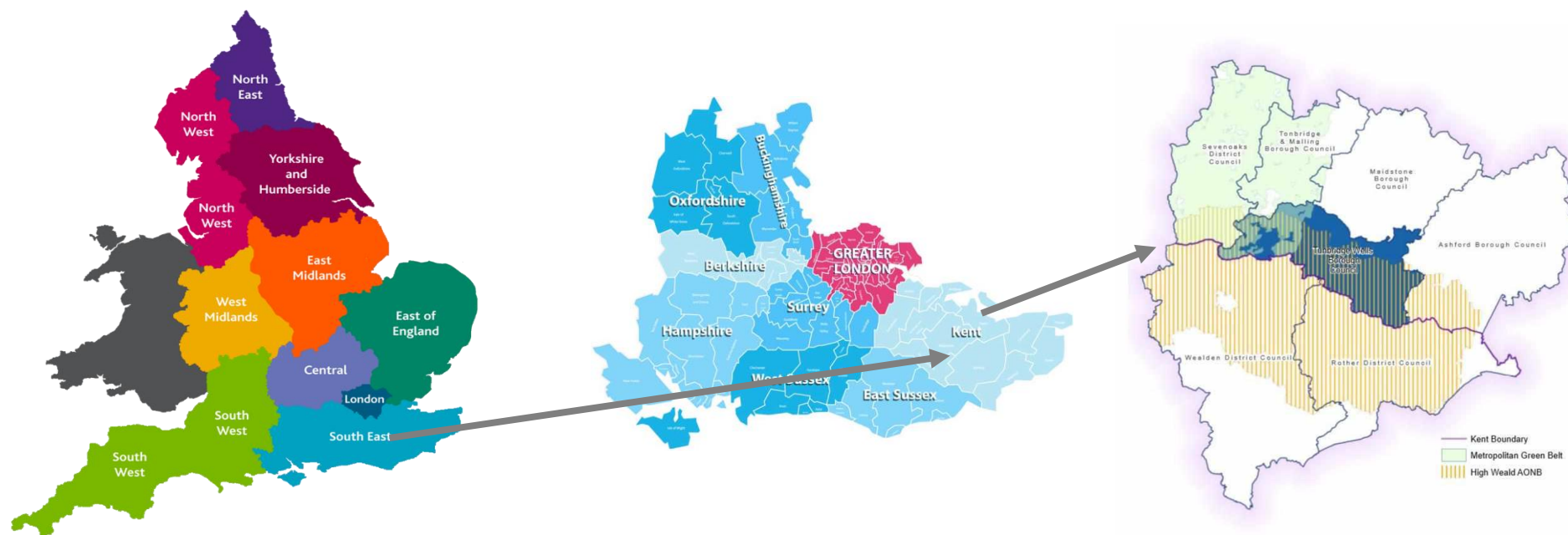
## 4.0 Insight

- 4.1. The Borough of Tunbridge Wells is set in the High Weald of Kent, 69 percent of which is designated as an Area of Outstanding Natural Beauty and in which stand approximately 3,000 listed buildings and 41 historic parks and gardens. Of the total 119,315,000 population, about 55 percent live in the town of Royal Tunbridge Wells, and 45 percent live in rural towns and villages.

### Location

- 4.2. The borough is bordered by the districts and boroughs of Sevenoaks, Maidstone and Tonbridge and Malling to the north and Ashford to the east, whilst to the south it borders Wealden and Rother in East Sussex. See figure 2 below.

Figure 2: Location of Tunbridge Wells Borough



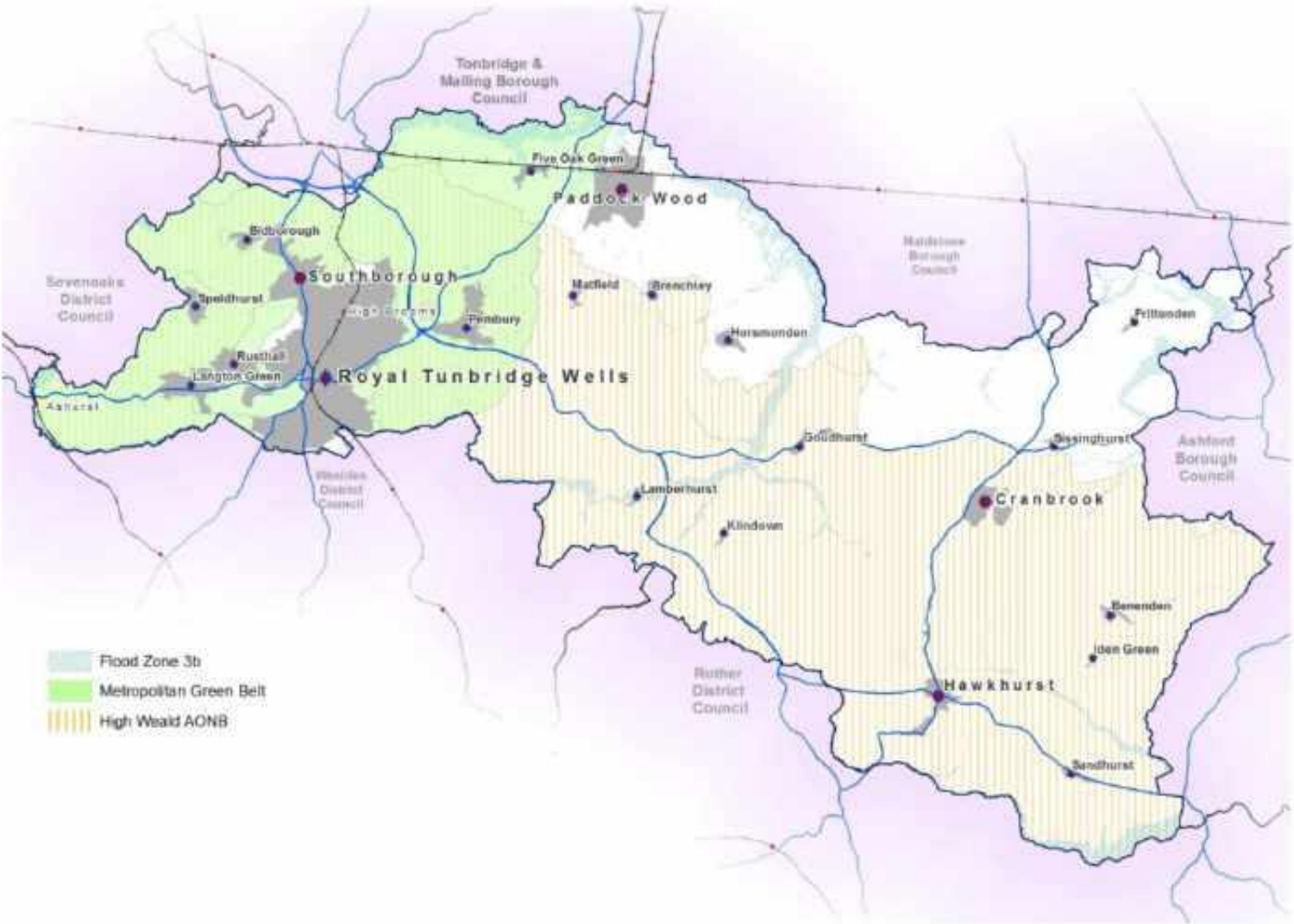
4.3. There are five main settlements in the borough:

- Royal Tunbridge Wells, located in the western part of the borough, is the principal town and administrative centre, and with Southborough forms the 'main urban area' of the borough. It provides a large proportion of the social, cultural, and economic opportunities available in the borough. The redevelopment of the museum and library underline the aspiration for the town to become the cultural centre of the High Weald. The main leisure centre and indoor tennis centre is in Royal Tunbridge Wells.
- Southborough lies to the north of Royal Tunbridge Wells, with its own smaller, town centre. Southborough has a number of local and community services, and a good range of recreational facilities, including a new community hub.
- Paddock Wood, in the northern part of the borough, benefits from good transport links, including a mainline train station and wide range of facilities, including a secondary school and sports centre. There is a large employment area to the north of the railway line, which supports the town, the rural hinterland, and beyond. The western edge of the town abuts the Green Belt.
- Cranbrook is an attractive, vibrant rural town located within the High Weald AONB in the eastern part of the borough. Cranbrook also benefits from a good sports centre, other local services and facilities.
- Hawkhurst is located within the High Weald AONB in the south eastern part of the borough and functions as a rural service centre

4.4. There are also a number of smaller villages; most are within the High Weald AONB, and some in the western part of the borough are also in the Green Belt. All provide some local leisure and recreational facilities.

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Figure 3: Borough Overview (taken from the TWBC Local Plan)



## Demographic and Socio Economic Review

4.5. Table 5 sets out a summary of the demographic and socio economic profile of the Borough:

Table 5: Summary Borough demographic and socio economic profile

Demographic and Socio-Economic Profile	Summary Data
<b>Current Population</b>	The total population estimate (2021) is 119,315, 4.3% of the population are non-UK nationals.
<b>Population Growth</b>	The population of Tunbridge Wells borough has grown by more than the national average, and this trend is set to continue with predicted population growth from 116,100 in 2014 to 122,700 by 2022
<b>Ageing Population</b>	The proportion of those aged 65+ will increase by 9,450 (40%) by 2038.
<b>Employment</b>	The borough's predicted employment growth is 8.3 per cent by 2024, which is greater than the Southeast average. The local economy is dependent on the availability of a highly educated workforce. There is a higher proportion of jobs in the knowledge economy at 32.9 per cent compared with the average across Kent at 16.8 percent
<b>Deprivation <sup>1</sup></b>	Tunbridge Wells continues to rank as the least deprived local authority in Kent and has no LSOAs within the 10% most deprived deciles of either the IMD2015 or the IMD2019.  Tunbridge Wells is ranked number 155 out of 188 Districts and number 274 out of all 326 authorities in England.
<b>Health<sup>2</sup></b>	<b>Health in summary</b>  The health of people in Tunbridge Wells is varied compared with the England average. Tunbridge Wells is one of the 20% least deprived districts/unitary authorities in England, however about 10.2% (2,085) children live in low income families. Life expectancy for both men and women is higher than the England average.  <b>Health inequalities</b>

<sup>1</sup> source: Index of Multiple Deprivation - Tunbridge Wells - 2019

<sup>2</sup> Source: Public Health England (Tunbridge Wells) Local Authority Health Profile 2019

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Demographic and Socio-Economic Profile	Summary Data														
	<p>Life expectancy is not significantly different for people in the most deprived areas of Tunbridge Wells than in the least deprived areas.</p> <p><b>Child health</b></p> <p>In Year 6, 13.6% (164) of children are classified as obese, better than the average for England. The rate for alcohol-specific hospital admissions among those under 18 is 25*. This represents 7 admissions per year. Levels of teenage pregnancy, GCSE attainment (average attainment 8 score) and breastfeeding are better than the England average.</p> <p><b>Adult health</b></p> <p>The rate for alcohol-related harm hospital admissions is 544*, better than the average for England. This represents 627 admissions per year. The rate for self-harm hospital admissions is 239*, worse than the average for England. This represents 265 admissions per year. Estimated levels of physically active adults (aged 19+) are better than the England average. The rates of new sexually transmitted infections and new cases of tuberculosis are better than the England average. The rates of statutory homelessness and under 75 mortality rate from cancer are better than the England average.</p> <p>* rate per 100,000 population</p>														
Participation Profile <sup>3</sup>	<table border="1"> <thead> <tr> <th data-bbox="752 995 1491 1023">Physical Activity Levels</th> <th data-bbox="1509 995 1787 1023">England</th> <th data-bbox="1805 995 2141 1023">Tunbridge Wells</th> </tr> </thead> <tbody> <tr> <td data-bbox="752 1038 1491 1066"><b>Adults aged 16+ 150+ minutes per week</b></td> <td data-bbox="1509 1038 1787 1066">61.4%</td> <td data-bbox="1805 1038 2141 1066">66.8%</td> </tr> <tr> <td data-bbox="752 1086 1491 1114"><b>Adults aged 16+ 30-149 minutes per week</b></td> <td data-bbox="1509 1086 1787 1114">11.5%</td> <td data-bbox="1805 1086 2141 1114">10.8%</td> </tr> <tr> <td data-bbox="752 1134 1491 1161"><b>Adults aged 16+ less than 30 minutes per week</b></td> <td data-bbox="1509 1134 1787 1161">27.1%</td> <td data-bbox="1805 1134 2141 1161">22.4%</td> </tr> </tbody> </table> <p>The participation figures above illustrate that the majority of the population (16+) is more physically active (150+ minutes per week) than the average for England. The number of adults (aged 16+) who are physically active 30-149 minutes per week is lower than the average for England.</p> <p>Levels of inactivity (those aged 16+) are lower than the average for England (&lt;30 minutes per week). However, there are still 22.4% of the population whose levels of physical activity are insufficient to derive any health benefits.</p>			Physical Activity Levels	England	Tunbridge Wells	<b>Adults aged 16+ 150+ minutes per week</b>	61.4%	66.8%	<b>Adults aged 16+ 30-149 minutes per week</b>	11.5%	10.8%	<b>Adults aged 16+ less than 30 minutes per week</b>	27.1%	22.4%
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<sup>3</sup> Source: Active Lives Sport England April 2021 (November 2020 data)

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<b>Demographic and Socio-Economic Profile</b>	<b>Summary Data</b>
<b>Current Population</b>	The total population estimate (2021) is 119,315, 4.3% of the population are non-UK nationals.
<b>Population Growth</b>	The population of Tunbridge Wells borough has grown by more than the national average, and this trend is set to continue with predicted population growth from 116,100 in 2014 to 122,700 by 2022
<b>Ageing Population</b>	The proportion of those aged 65+ will increase by 9,450 (40%) by 2038.
<b>Employment</b>	The borough's predicted employment growth is 8.3 per cent by 2024, which is greater than the Southeast average. The local economy is dependent on the availability of a highly educated workforce. There is a higher proportion of jobs in the knowledge economy at 32.9 per cent compared with the average across Kent at 16.8 percent
<b>Deprivation <sup>4</sup></b>	<p>Tunbridge Wells continues to rank as the least deprived local authority in Kent and has no LSOAs within the 10% most deprived deciles of either the IMD2015 or the IMD2019.</p> <p>Tunbridge Wells is ranked number 155 out of 188 Districts and number 274 out of all 326 authorities in England.</p>
<b>Health<sup>5</sup></b>	<p><b>Health in summary</b></p> <p>The health of people in Tunbridge Wells is varied compared with the England average. Tunbridge Wells is one of the 20% least deprived districts/unitary authorities in England, however about 10.2% (2,085) children live in low income families. Life expectancy for both men and women is higher than the England average.</p> <p><b>Health inequalities</b></p> <p>Life expectancy is not significantly different for people in the most deprived areas of Tunbridge Wells than in the least deprived areas.</p> <p><b>Child health</b></p>

<sup>4</sup> source: Index of Multiple Deprivation - Tunbridge Wells - 2019

<sup>5</sup> Source: Public Health England (Tunbridge Wells) Local Authority Health Profile 2019

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Demographic and Socio-Economic Profile	Summary Data		
	<p>In Year 6, 13.6% (164) of children are classified as obese, better than the average for England. The rate for alcohol-specific hospital admissions among those under 18 is 25*. This represents 7 admissions per year. Levels of teenage pregnancy, GCSE attainment (average attainment 8 score) and breastfeeding are better than the England average.</p> <p><b>Adult health</b></p> <p>The rate for alcohol-related harm hospital admissions is 544*, better than the average for England. This represents 627 admissions per year. The rate for self-harm hospital admissions is 239*, worse than the average for England. This represents 265 admissions per year. Estimated levels of physically active adults (aged 19+) are better than the England average. The rates of new sexually transmitted infections and new cases of tuberculosis are better than the England average. The rates of statutory homelessness and under 75 mortality rate from cancer are better than the England average.</p> <p>* rate per 100,000 population</p>		
<b>Participation Profile</b> <sup>6</sup>	<b>Physical Activity Levels</b>	<b>England</b>	<b>Tunbridge Wells</b>
	<b>Adults aged 16+ 150+ minutes per week</b>	61.4%	66.8%
	<b>Adults aged 16+ 30-149 minutes per week</b>	11.5%	10.8%
	<b>Adults aged 16+ less than 30 minutes per week</b>	27.1%	22.4%
	<p>The participation figures above illustrate that the majority of the population (16+) is more physically active (150+ minutes per week) than the average for England. The number of adults (aged 16+) who are physically active 30-149 minutes per week is lower than the average for England.</p> <p>Levels of inactivity (those aged 16+) are lower than the average for England (&lt;30 minutes per week). However, there are still 22.4% of the population whose levels of physical activity are insufficient to derive any health benefits.</p>		

<sup>6</sup> Source: Active Lives Sport England April 2021 (November 2020 data)



## Summary

- 4.6. Based on the above, it is clear that there is detailed local knowledge and awareness of the borough's demographics, health and participation profiles.
- 4.7. To better understand local demand for physical activity provision it would be helpful to have community feedback on what is currently used and why, what the gaps are, if any, and how people are likely to be active in the future. It will be important to understand any significant changes to participation behaviour post Covid to inform the way forward, but also to understand how participation opportunities need to address the needs of both new communities and existing communities.
- 4.8. Further input and feedback from key stakeholders would also be useful, to respond on a locality basis to the draft Vision and emerging thinking about strategically located facilities. In particular, it would be useful to have feedback from the organisations and support network working with the vulnerable and hard to reach groups.
- 4.9. It would also be beneficial to have up to date feedback from the education and voluntary sports club sector as identified in Section 3, Summary. This could be achieved through updating the Sport and Recreation Strategy and Built Facility Strategy.
- 4.10. TWBC may also want to consider establishment of a Project Group to support the work required to develop stakeholder input and further extend partnership working across the Borough. It may then also be possible to utilise this group to secure stakeholder input particularly from harder to reach groups or those where further representation would be useful for example, care homes, the relevant CCGs, older peoples' organisations, family support groups, rural community groups, tenant organisations, new community groups in developing housing areas.
- 4.11. Understanding the consultation and engagement feedback from these will further underpin the need for investment and how this is best achieved to provide improved quality provision for new and existing communities.

## 5.0 Interventions

### Needs Assessment

- 5.1. In order to understand the interventions that are needed moving forward, it is first important to understand need, issues and opportunities for the Borough in relation to physical activity. A full needs assessment should include:
- Quantitative, qualitative, accessibility and availability assessment
    - Quantity: how many of each type there are?
    - Quality: their age and condition
    - Accessibility: who owns and operates the facilities, facility location and catchment areas?
    - Availability: whether the facilities are available to all residents, and whether there is play an play access
  - Stakeholder consultation – for example, National Governing Bodies (NGBs), the local community, clubs, schools, TWBC Members and officers, facility operator, Town and Parish Councils, existing and potential partners
  - Facility mapping – usage and catchment areas
  - Facility Planning Model report
  - Sports Facility Calculator modelling
  - Review of usage, programming and operational delivery
- 5.2. An indicative headline assessment is provided below based on available information.

## Quantity

5.3. TWBC currently provides 3 leisure centres in the Borough in Paddock Wood, Cranbrook and Royal Tunbridge Wells. All are operated by Fusion Lifestyle. Further details are set out in Section 2. These facilities predominantly comprise:

- Swimming pools;
- Sports halls; and
- Fitness suites.

5.4. Existing levels of core facility provision equate to:

Table 6: Existing Provision

Facilities	Number	Level of Provision
Swimming pools	8 main pools 4 learner pools	Square meters
Sports halls	21 main sports halls that is 3 badminton courts or over	Badminton courts
Fitness suites	16 fitness suites	798 stations

## Quality

5.5. The typical life of a public leisure facility is 35 to 40 years old.

5.6. Table 7 summarises the quality of existing TWBC facility provision:

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Table 7: Summary of TWBC facilities and their Quality

Facility	Age	Quality
The Weald Sports Centre	2000 (21 years old)	Built in 2000 on the site of a former school this facility predominantly serves the rural areas of the Borough. The facility is in good condition.
Tunbridge Wells Sports and Indoor Tennis Centre	1974 (47 years old)	Although 47 years old, this facility is in good condition. It had a £1.7 million refurbishment in 2017.
Putlands Sports Centre	1993 (28 years old)	<p>A dry side only facility, this is a small centre sited in a large car park adjacent to a large playing field operated by the Town Council. The playing field provides athletics, tennis, bowls and football facilities.</p> <p>The sports centre is opposite Mascalls Academy which operates an all weather pitch for community use.</p> <p>The sports centre is tired looking and does not provide the range or scale of facilities needed in the area. This gap will be further widened as the significant growth around Paddock Wood is delivered.</p>

- 5.7. The priority facility to address in terms of investment is Putlands Sports Centre, which although not the oldest building, is the one in the area of greatest housing growth, and the only TWBC facility without a pool. Replacing this facility will better provide for both existing and new communities in the north of the Borough.
- 5.8. In the longer term there may be opportunity to also consider the future of Tunbridge Wells Sports and Indoor Tennis Centre given its age.

## Accessibility

5.9. Table 8 summarises the ownership and accessibility of the existing facilities in Tunbridge Wells borough:

Table 8: Facility Ownership and Accessibility in Tunbridge Wells Borough

Facility	Number available for Pay and Play, Club or membership access	Quantity available for Pay and Play, Club or membership access
Sports Halls	8 (39 sports halls in total of 3 courts or more size; private use only 13 sports halls; club use 18 sports halls)	47 badminton courts in sports halls of 3 badminton courts or above
Swimming Pools	8 main; 4 learner; 1 diving	39 lanes
Fitness Suites	3  16 fitness suites in total; 5 private use only; one club use; 7 registered membership)	673 fitness stations

## Availability

5.10. There are a significant number of facilities across the Borough. The majority of these are on education sites where there is no formal community use arrangement, meaning facilities could be withdrawn at any time. These are predominantly used by clubs. This scenario would have significant impact on community access, and particularly club access, reducing the scale and nature of opportunities to be physically active.

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Table 9: Summary of Facility Availability Pay and Play access that is non membership

Facility	Number available for Pay and Play access	Quantity
Sports Halls	8	16 badminton courts in a hall of 3 badminton courts or above
Swimming Pools	2 (Mercure Hotel pool only has access for registered members; similarly Nuffield Health requires membership for use.	11 lanes
Fitness Suites	3	160 fitness stations

5.11. In this context provision of TWBC community leisure facilities becomes even more important.

5.12. The Tunbridge Wells Borough Council Sport and Recreation Strategy 2016 – 2021 states:

‘We will need to work closely with other departments in the Council to ensure that community sports infrastructure is at the forefront of planned growth. A significant proportion of future investment into sports facilities is likely to come from developer contributions and contractual arrangements for the provision of community needs. It is therefore important that the Borough’s sports and recreation infrastructure needs are clearly referenced in our Local Plan and feed into the Kent and Medway Growth and Infrastructure Framework. This will be important in enabling us to secure additional funding from development opportunities to enhance provision of facilities across the borough.

We will need to continue to invest in our leisure centres to ensure that they are modern, safe and welcoming venues, meeting the current needs of residents as trends in sports and health activities develop and change.’

This Strategy runs out this year and there is a need to update it and provide additional needs based evidence to underpin the proposals for investment. It would be beneficial to have a Facilities Planning Model Run (FPM) for the proposals to ‘test’ the assessment above and underpin the investment proposals.

5.13. The Infrastructure Delivery Plan which supports the Local Plan provides further detail on the infrastructure needs, including sport and recreation to support the growth set out in the Local Plan.

5.14. TWBC does not have an up to date Sport England Facility Planning Model (FPM) report for the borough (this is produced by Sport England; cost £1,500 for a national run for both pools and halls, which would provide a baseline position). This provides an important element of a needs assessment and should be undertaken as part of the next stage of strategic planning work. In the absence of an FPM report, we have used the Sport England Sports Facility Calculator tool as an indicative means of assessing future need.

## The Sports Facility Calculator (SFC)

5.15. The Sports Facility Calculator (SFC) provides a quantitative estimate of future need, but unlike the FPM the SFC model analysis does not identify specific locations for future provision. That needs to be informed by the nature and location of future housing development (where locations are known), local geography and accessibility, and, critically, the location of existing facilities. This is because future demand may have the potential to be addressed through facility extension, or refurbishment, as well as new locations. However, in the absence of any other future demand calculator, the SFC provides an indicator of the level of future provision needed. The SFC can be applied to the same facilities as those modelled in the FPM.

5.16. Using the SFC as an indicative tool only, the following conclusions can be drawn:

Table 10: Indicative SFC Modelling

Facility Type	Population	Current Demand	Population	Future Demand
Sports Halls	<b>Current that is 119,315</b>	FPM not available	<b>Increase of 15,950 (new housing in north of the Borough 6,935 new homes)</b>	4.33 badminton courts; 1.08 4 no. badminton court sports halls
Swimming Pools	<b>Current that is 119,315</b>	FPM not available	<b>Increase of 15,950 (new housing in north of the Borough, 6,935 new homes)</b>	162.40 square meters; 3.06 lanes; 0.76 of a 4 lane x 25 meter pool
Fitness Suites (SLL own calculator see Appendix 5)	<b>Current that is 119,315</b>	438 fitness stations	<b>Increase of 15,950 (new housing in north of the Borough, 6,935 new homes)</b>	30 or more fitness stations

(Note: for context a 25 meter x 4 lane pool is between 210 and 250 square meters of water, depending on lane width)

- 5.17. Based on the above modelling compared against actual availability of pay and play and club accessible facilities the headline supply and demand assessment indicates:

There is a need for additional sports hall and swimming pool provision due to population growth.

The additional demand will be focussed in the north of the borough where there are 6,935 new homes being built to 2038.

There is a need to replace Putlands Sports Centre given the quantum of development in the area, and the condition and limited scale of the current TWBC provision.

## **50 Meter Pool**

- 5.18. On the basis of the level of existing provision across the borough and the level of additional provision needed, it is highly unlikely that additional water space equivalent to a 50m pool will be required. The priority is to ensure good quality, pay and play accessible water space, provided in smaller scale pools, across the borough to facilitate increased participation in physical activity.

## **Paddock Wood**

- 5.19. There is already new housing development in Paddock Wood (Mascalls Farm, Mascalls Court Farm and Church Farm) immediately adjacent to Putlands Sports Centre and Mascalls Academy. The latter has a 3G pitch and two sports halls which are let out to the community for a range of physical activities, arts and cultural provision.
- 5.20. Further significant growth is also proposed around Paddock Wood within the Submission Local Plan, up to 2038.
- 5.21. It is clear that the development of new homes in the borough results in additional demand for leisure facilities. Existing leisure centre provision in Paddock Wood is in the wrong location for the new housing developments proposed in the Local Plan; its limited scale (dryside only) and condition do not meet the needs of the existing communities and will not meet the needs of new communities.. There is shared on site car parking with the sports clubs based at the adjacent recreation field; this can cause issues at busy times as there is insufficient



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capacity for all users of all facilities. There are also on site covenants which further restrict the ability to extend the existing leisure centre, change the nature of the onsite provision.

- 5.22. Paddock Wood Town Council is keen to see investment to improve and develop the existing sport and physical activity infrastructure, given the housing developments adjacent to the existing Putlands Sports Centre, athletics track, grass pitches and bowls green. The Town Council, Paddock Wood football and rugby clubs have developed a proposal to develop additional pitches and ancillary provision in the parish area. This does not include an indoor facility.
- 5.23. There is, however, an opportunity to consider replacing and extending the existing indoor facility in a new location to improve accessibility for both existing and new communities; there is a need to include swimming provision (for example, a 4 to 6 lane x 25 meter pool in a replacement facility).
- 5.24. This would result in a more sustainable option than simply retaining the existing Putlands Sports Centre in addition to a new facility.
- 5.25. In considering a way forward to meet community need as a priority, there are a number of options; these are assessed in Table 11.

Table 11: Assessment of Options for future Provision in Paddock Wood and surrounding area

Option	Advantages	Disadvantages
1 Retain existing Putlands Sports Centre as is	<ul style="list-style-type: none"> <li>Retains indoor leisure facility within Paddock Wood parish boundary</li> <li>Retains co location of existing indoor and outdoor facilities on same site within parish boundary</li> </ul>	<ul style="list-style-type: none"> <li>Facility continues not to meet existing need</li> <li>Facility will not meet future need</li> <li>Facility is in wrong location to attract new communities</li> <li>Unlikely to be able to utilise the S106 allocation (for sport and physical activity) for the town</li> <li>No investment</li> <li>No change in provision which is at capacity (pitches) and is tired and does not meet local need (indoor facility)</li> <li>Existing infrastructure that is limited car parking, covenants on land restrict extent and nature of refurbishment</li> <li>Additional pitch capacity would still be required on another site for football and rugby</li> </ul>

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Option	Advantages	Disadvantages
2 Refurbish existing Putlands Leisure Centre on existing site	<ul style="list-style-type: none"> <li>• Retains indoor leisure facility within Paddock Wood parish boundary</li> <li>• Retains co location of existing indoor and outdoor facilities on same site within parish boundary</li> <li>• Would improve quality of provision, however unlikely to be able to include a pool on existing site</li> </ul>	<ul style="list-style-type: none"> <li>• Existing site will not have capacity for a swimming pool, larger fitness suite and additional studios</li> <li>• If existing facility is simply refurbished it is unlikely to deliver the potential it could do in terms of physical activity participation, because of its scale and location</li> <li>• Facility is in an unsustainable location to attract new communities</li> <li>• Existing infrastructure that is limited car parking, covenants on land restrict extent and nature of refurbishment</li> <li>• Additional pitch capacity would still be required on another site for football and rugby</li> </ul>
3 Replace the existing Putlands Leisure Centre on the existing site	<ul style="list-style-type: none"> <li>• Retains indoor leisure facility within Paddock Wood parish boundary</li> <li>• Retains co location of existing indoor and outdoor facilities on same site within parish boundary</li> <li>• Would improve quality of provision</li> <li>• A new build facility would be designed with modern technologies so likely to be more effective to operate, more environmentally friendly and be able to contribute to carbon neutrality targets</li> </ul>	<ul style="list-style-type: none"> <li>• Existing site will not have capacity for a swimming pool, larger fitness suite and additional studios</li> <li>• It may not be possible to build into a new facility the ability to deliver wider community services e.g health, social space, which then contribute to its long term sustainability through driving increased footfall</li> <li>• A larger facility will impact on the existing shared car parking provision which is already over capacity</li> <li>• Facility would be in the wrong location to attract new communities</li> <li>• Existing infrastructure that is limited car parking, covenants on land likely to restrict extent and nature of new build</li> <li>• Additional pitch capacity would still be required on another site for football and rugby</li> </ul>

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Option	Advantages	Disadvantages
4 Replace the existing Putlands Leisure Centre on an alternative site	<ul style="list-style-type: none"> <li>• Opportunity to co locate a wider range of indoor and outdoor physical activity provision and a range of other community services</li> <li>• Enhanced physical activity offer for existing communities that is a pool</li> <li>• Better access for new communities</li> <li>• More likely to attract external funding</li> <li>• Potential for larger S106 contribution</li> <li>• Opportunity to design from scratch a fit for purpose, modern co located offer, which will be more efficient to operate due to modern technologies</li> <li>• Better offer for local clubs as more space and therefore opportunity for colocation of more pitches</li> <li>• Existing outdoor facilities would be a satellite site for the new facilities opportunities for economies of scale over operational management and delivery</li> </ul>	<ul style="list-style-type: none"> <li>• New facility likely to be outside the parish boundary</li> <li>• Future use of Putlands Sports Centre?</li> </ul>

5.26. The opportunity to co locate new indoor and outdoor physical activity provision on one site represents a significant opportunity for existing and new communities. In considering quantity it is important to highlight that consultation with Tonbridge and Malling Borough Council (TMBC) and Maidstone Borough Council (MBC) supported the need for additional provision of physical activity facilities in the north of Tunbridge Wells Borough. MBC is considering investment in Maidstone town in terms of physical activity provision, with a less formal offer in the smaller villages in the south of the Borough, meaning these communities would be likely to look towards Paddock Wood for swimming facilities. TMBC has already invested significantly in swimming provision (laned pool and leisure water) at the Larkfield Leisure Centre so has no further plans for investment in swimming pools at the moment. Its smaller village communities would also benefit from new provision in the north of Tunbridge Wells Borough, and a new facility in this area would influence what happens with the existing dryside facility (The Angel) in Tonbridge town centre.

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- 5.27. In order to ensure enhanced accessibility for the Paddock Wood catchment area, which will see new homes developed in two strategic sites Paddock Wood and east Capel (approximately 3,490 to 3,590 homes up to 2038) and Tudeley Village (2,100 homes up to 2038, 2,800 in total), a replacement facility will need to be relocated. The optimum available site for a new community physical activity facility is to the southwest of Paddock Wood; this represents a challenge given Paddock Wood Town Council wishes to see investment in its existing facilities, within its parish boundary as it is keen to operate this.
- 5.28. Although there are some parish and town councils operating leisure facilities in the UK, it is important to highlight that there is a significant difference in the operational management of dry and wet facilities. A swimming pool requires specialist operational knowledge and experience; it also carries more risk given the nature of the facility.
- 5.29. Once the FPM report has been run for the borough it will be possible to provide specific square meters requirements for the replacement indoor facility; however, as a minimum it is recommended that it should comprise:
- Main swimming pool (4 to 6 lane x 25 meter);
  - Learner pool;
  - Fitness Suite;
  - Studios (minimum 2);
  - Sports hall space; and
  - Multipurpose space.
- 5.30. There may also be the potential to co locate new indoor physical activity provision with outdoor facilities for example, a 3G pitch, grass pitches and other informal provision.
- 5.31. Opportunity should be taken to consider the potential for co locating the replacement facility with other community services for example, health, library.

## Analysis of Management Options

- 5.32. Local authorities (LA's) have had the legal power to use different forms of service delivery for many years. Until the 1980's, the majority of local authorities provided most of their services directly 'in house'. The introduction of compulsory competitive tendering (CCT) in the Local Government Act 1988 meant that local authorities were required to expose a number of services to competitive tender. This requirement was replaced by the 'Best Value' regime under the Local Government Act 1999.
- 5.33. The 2011 White Paper "Open Public Services" promoted greater use of different forms of service delivery. Continuing reductions to the funding of local authorities during the 2010 to 15 Parliament also required local authorities to explore alternative forms of service delivery, reduce overheads, and explore new means to raise revenue.
- 5.34. Sport England produced original Leisure Management Options Guidance (published in September 2017) which uses the Government's strategy Sporting Future: a new Strategy for an Active Nation (2015) and Sport England's former strategy Towards an Active Nation (2016 to 2021) as a background for its vision for the delivery of good quality and affordable leisure facilities.
- 5.35. It is well documented that local authorities play a key role in delivering accessible facilities and activities and are clearly the biggest investors in community sport (over £1 billion per year). The latest Sport England Leisure Delivery Guidance is due for publication imminently.
- 5.36. The updated Leisure Services Delivery Guidance (LSDG) 2021 outlines the main operational management options for leisure facilities and services within, and available to, local authorities as:
- In house management;
  - Existing partnership with a local Leisure Trust;
  - Existing procured partnership with a Leisure Operator;
  - Outsourced management (via established leisure operator market);
  - Establishing a new organisation: for example, Local Authority Trading Company (LATC), Joint Venture Company (JVC), Community Interest Company (CIC), NPDO, company limited by guarantee; and

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- Asset transfer: Concession Contracts, Community Asset Transfers and Long Leases (with or without restrictions).

5.37. There is therefore a range of alternative operational delivery models that TWBC could consider for the future management of its leisure facilities. Clearly the impact and implementation costs of these models will vary depending on timescales; if an alternative delivery model is chosen during the existing contract period, termination costs will need to be taken into account.

The alternative operational delivery models that could be considered by TWBC are:

- In house: direct management by TWBC
- Establishment of a local authority Trading company (LATC). A LATC is wholly owned by its parent local authority but is free to operate as a commercial company, and therefore is in a position where it can provide services to a wider market than can a council department.
- Establishment of a trust. This would be autonomous and have a clear social and environmental mission set out in their governance documents. It is free to operate as a company, and therefore is in a position where it can provide services to a wider market than can a council department.
- Transfer to an existing trust or community interest company (CIC). This would be autonomous and have a clear social and environmental mission set out in their governance documents. It is free to operate as a company, and therefore is in a position where it can provide services to a wider market than can a council department.
- Establishment of a new Charitable Interest Company (CIC). This would be autonomous and have a clear social and environmental mission set out in their governance documents. It is free to operate as a company, and therefore is in a position where it can provide services to a wider market than can a council department.
- An alternative to establishing a CIC could be Joint Venture Company (JVC); these are not as common delivery model for community leisure facilities.
- Retention of an outsourced contract operated by a specialist leisure contractor.

5.38. Table 12 summarises the key characteristics of each of these options:

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Table 12: Summary of Key Characteristics of each alternative Delivery Option

<b>Alternative Delivery Model</b>	<b>Ownership</b>	<b>Governance</b>	<b>Services</b>	<b>Operating Risk</b>
In House	100 percent parent Council	Within Council management structure and hierarchy	Only able to deliver public sector services	Wholly with parent (Council)
Establishment of a LATC	100 percent parent Council that is wholly owned by the Council	Arm's length, so has more flexibility and autonomy Requires a Council appointed Board  SLA or Contract between the Council and the LATC control test	Majority of services delivered on behalf of parent Council – function test  Has ability to trade cross boundary and into other areas with approval of parent Council	Split between LATC and parent Council that is if a surplus is made both parties benefit; if there is a deficit, the parent Council needs to support the LATC financially.
Establishment of a Trust	Variety of options – could be Council and staff, community and staff, or staff 100 percent	Independent entity. Can be designed as required; Board membership is dependent on ownership. SLA or contract with Council. Well positioned to promote coproduction.	Flexible, can deliver services to Council, private or VCS customers	Majority is with third party. Significantly reduced risk for Council.
Transfer to an existing Trust	Variety of options – could be Council and staff, community and staff, or staff 100 percent	Independent entity. Can be designed as required; Board membership is dependent on ownership. SLA or contract with Council. Well positioned to promote coproduction.	Flexible, can deliver services to Council, private or VCS customers	Majority is with third party. Significantly reduced risk for Council.

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Alternative Delivery Model	Ownership	Governance	Services	Operating Risk
Establishment of a new Charitable Interest Company (CIC)	Variety of options – could be Council and staff, community and staff, or staff 100 percent	Independent entity. Can be designed as required; Board membership is dependent on ownership. SLA or contract with Council. Well positioned to promote coproduction.	Flexible, can deliver services to Council, private or Voluntary and or Community Sector customers	Majority is with third party. Significantly reduced risk for Council.
Out Sourced Contract	100 percent third party provider	Based on a contract. Well positioned to promote coproduction.	Contracted services delivered on behalf of Council.	Majority is with third party. Significantly reduced risk for Council.
Joint Venture Company (JVC)	Potential for joint ownership, including staff, Council, and or third party provider	Can be designed as required; SLA or contract with Council. Well positioned to promote coproduction.	Flexible, can deliver services to Council, private or Voluntary and or Community Sector customers	Shared risk between JVC partners

5.39. It is important to stress, in considering alternative delivery models, that because TWBC already has an outsourced contract with an organisation which includes a trust model in its structure it therefore already benefits from two key elements:

- **National Non Domestic Rates (NNDR) savings; and**
- **Value Added Tax (VAT) savings.**

5.40. Losing these financial benefits to any degree means the cost of the service would increase. However, all alternative delivery models, except in house, would enable the Council to benefit from a minimum of 80 percent of NNDR relief (and this could be 100 percent depending on Council's policy) if the organisation operating the facilities has a charitable purpose.



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5.41. Table 13 sets out the overall summary of the differences between the available operational delivery models and the specific impacts for TWBC.

Table 13: Analysis of Alternative Delivery Models

TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
<b>In House</b>	<ul style="list-style-type: none"> <li>✓ More direct control and flexibility over the service (participation/community outreach element of the service).</li> <li>✓ Model facilitates achievement of Corporate Plan priorities</li> <li>✓ Local authority retains all profit (if achieved)</li> <li>✓ Service delivery can be better aligned with Corporate Plans</li> <li>✓ No procurement implications of bringing the services back in-house.</li> </ul>	<ul style="list-style-type: none"> <li>✗ Local authority responsible for all revenue and capital cost with no risk transfer to other organisations.</li> <li>✗ Significant change to governance model so both delivery implications and transaction costs.</li> <li>✗ Cannot deliver a similar level of savings as an outsourced service (only way to achieve this would be to close facilities).</li> <li>✗ Loss of opportunity to benefit from NNDR or any VAT savings.</li> <li>✗ Increased service delivery costs (and additional resourced required).</li> </ul>	<p>As the leisure service is already outsourced there are three major impacts of bringing the service back in-house:</p> <ul style="list-style-type: none"> <li>• <b>Cost</b> – all NNDR benefits would be lost reducing the possible income generated by the centres; overheads which are currently spread across a number of contracts would all be attributed to TWBC facilities. Possible additional pension costs.</li> <li>• <b>Capacity</b> – currently the Council does do not have the resources to bring the services in-house, and there is no in-house capacity to manage facilities.</li> </ul>

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TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
		<ul style="list-style-type: none"> <li>✗ Resource intensive to return services in-house to ensure all processes are correctly followed e.g. data transfer, TUPE of staff etc.</li> <li>✗ Possible increase in pension on costs because all TUPEd staff would transfer back into the local authority pension scheme</li> <li>✗ Investment in service dependent on resources being available.</li> <li>✗ Non-statutory status of leisure means service may be deprioritised</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Risk</b> – all operational and financial risk would return to TWBC.</li> </ul>
<b>Local Authority Trading Company (LATC)</b>	<ul style="list-style-type: none"> <li>✓ No procurement process and very limited risk of challenge</li> <li>✓ Model facilitates achievement of Corporate Plan priorities</li> <li>✓ 100% Discretionary NNDR would be available based on Council's' policy</li> </ul>	<ul style="list-style-type: none"> <li>✗ All of disadvantages of a small company</li> <li>✗ Unlikely to deliver the same level of savings as a procurement</li> <li>✗ VAT inefficiency if buys services from third party</li> </ul>	<p>The impact of changing an outsourced service to one operated by a LATC would be:</p> <ul style="list-style-type: none"> <li>• NNDR benefits retained.</li> <li>• Increased cost due to overheads being attributed just to TWBC facilities.</li> </ul>

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TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
	<ul style="list-style-type: none"> <li>✓ Similar VAT benefits to any contracted model can be achieved and more VAT efficient than grant option</li> <li>✓ Can carry out limited third party trading</li> <li>✓ Flexible model which can be varied e.g. Can be used to manage other Local Authority assets – community centres, the Beacon and Cornerstone</li> <li>✓ Local Authority can deliver services through a LACct without a procurement.</li> <li>✓ Wholly Local Authority owned and controlled.</li> </ul>	<ul style="list-style-type: none"> <li>✗ Limited or no risk transfer as all risk remains with Local authority</li> <li>✗ New expertise acquired</li> </ul>	<ul style="list-style-type: none"> <li>• May need additional council resources to support the LATC (it is typical for a LATC to source-in-house services in the first 12-18 months and then may source some services externally)</li> <li>• Additional pension on-costs.</li> <li>• The local authority could still specify the service but would need to have a more active role in overall governance and decision-making through the LATC Board</li> <li>• Timescale- setting up a LATC can be a relatively simple and fast process; establishing the operational arrangements are what takes the time i.e. which services will the LATC source from the Council , and also developing an operational agreement between the LATC and the Council , plus a stand-alone business plan for the LATC</li> </ul>

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TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
	<ul style="list-style-type: none"> <li>✓ May take on other Local Authority or third party Local Authority services i.e. a flexible model which can develop.</li> <li>✓ Likely to be the quickest option to achieve and potentially the least costly.</li> </ul>		
<b>Trust</b>	<ul style="list-style-type: none"> <li>✓ Independent and can seek third party grant and other funding.</li> <li>✓ Attracts NNDR (Mandatory, and Potentially Discretionary) relief.</li> <li>✓ May achieve VAT favourable treatment of supplies.</li> <li>✓ Other fiscal advantages e.g. no Corporation Tax</li> <li>✓ May be able to expand and reduce net cost of overheads</li> </ul>	<ul style="list-style-type: none"> <li>✗ Significant procurement and other legal risks arising from the grant structure (for both parties) which continue year-on-year and cannot be avoided.</li> <li>✗ Small business with high overheads, may not meet best value and may never be able to expand.</li> <li>✗ Gap between gross and net savings. No VAT registration may be achievable resulting in VAT inefficiency because of grant model and potentially VAT “leakage” of significantly more than any VAT benefits because VAT registration</li> </ul>	<p>A trust is both time consuming and costly to set up.</p> <p>Operational and financial risk would primarily sit with the local authority.</p> <p>This option would retain NNDR and potentially VAT benefits.</p>

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<b>TWBC - Options for Leisure Services Management</b>	<b>The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc</b>		
<b>Alternative Delivery Model</b>	<b>Benefits</b>	<b>Risks</b>	<b>Specific Impacts for TWBC</b>
		<p>may not be achievable because of the grant structure</p> <ul style="list-style-type: none"> <li>✘ Provision of support services may be breach of public procurement regime if for more than 4 months</li> <li>✘ Loss of democratic control – Local authority Board Members act for the charity</li> <li>✘ All set-up costs local authority responsibility</li> <li>✘ No certainty that commercial terms will be agreed</li> <li>✘ Success depends on attracting and retaining quality Trustees / Directors and chief executive</li> <li>✘ Limited risk transfer and cannot achieve capital investment, especially in early years</li> <li>✘ Potential Impact on central establishment personnel/costs</li> </ul>	

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<b>TWBC - Options for Leisure Services Management</b>	<b>The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc</b>		
<b>Alternative Delivery Model</b>	<b>Benefits</b>	<b>Risks</b>	<b>Specific Impacts for TWBC</b>
		<ul style="list-style-type: none"> <li>✗ May fail after delivered consequences sudden and expensive</li> </ul>	
<b>Transfer to An Existing Company or Community Interest Company</b>	<ul style="list-style-type: none"> <li>✓ Depends on the model, will have all of the trust model's characteristics and benefits</li> <li>✓ Presuming it is an existing viable organisation, savings and risk transfer potentially achievable</li> <li>✓ Gains the benefits of an existing skilled provider</li> <li>✓ Organisation should be able to pay its transaction costs</li> <li>✓ Some capital investment may be achievable</li> </ul>	<ul style="list-style-type: none"> <li>✗ Loss of democratic control</li> <li>✗ Until the sector recovers, a company is unlikely to agree to paying the Council's management fees and will seek payments from the Council to take on the contract.</li> <li>✗ No competitive process and may not achieve commercial deal; can only do via open market procurement, which is potentially challengeable even if a grant given (risk of challenge for similar reasons as options 2 and 3)</li> <li>✗ There is unlikely to be a suitable local partner who will meet Local Authority's criteria</li> <li>✗ Arrangement is only as robust and secure as that of the partner organisation</li> </ul>	<p>The transfer process could be time-consuming and complex, depending on the organisations involved.</p> <p>Due to the impact of Covid-19 on the sector there are likely to only be a few operators willing to take on the contract and would expect management fee payments from the council to take on the contract. It is unlikely that a contractor would agree to the payment terms of the current contract, which would significantly impact the income levels for each council</p> <p>Risk would be the responsibility of the local authority.</p> <p>This option would retain NNDR and potentially VAT benefits.</p>

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<b>TWBC - Options for Leisure Services Management</b>	<b>The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc</b>		
<b>Alternative Delivery Model</b>	<b>Benefits</b>	<b>Risks</b>	<b>Specific Impacts for TWBC</b>
		<ul style="list-style-type: none"> <li>✗ Investment in the centres (?) may be costly</li> <li>✗ May not achieve local priorities and cultural requirements and operating philosophy may not be compatible</li> <li>✗ Threat of challenge because of State Aid and failure to meet best value arguments (may be even greater than if set-up own organisation)</li> <li>✗ Unclear whether and if so, what VAT benefits will be available. It is possible that there may be Gap between gross and net savings because of grant model and potentially significant VAT “leakage.”</li> </ul>	
<b>Establish a new Community Interest Company</b>	<ul style="list-style-type: none"> <li>✓ A philanthropic model which may achieve discretionary NNDR benefits if a Non-Profit Distributing Organisation (NPDO)</li> <li>✓ Other benefits broadly similar to new charitable model</li> </ul>	<ul style="list-style-type: none"> <li>✗ Inflexible and not possible to change structure</li> <li>✗ Not as tax efficient as a charity and corporation tax payable; will not release mandatory NNDR</li> <li>✗ Potentially discretionary NNDR available</li> </ul>	<p>A trust is both time consuming and costly to set up.</p> <p>Risk would be the responsibility of the local authority.</p>

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TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
		<ul style="list-style-type: none"> <li>✗ Other risks similar to charitable model</li> </ul>	<p>This option would retain NNDR and potentially VAT benefits.</p>
<p><b>OUTSOURCED (This Is Likely to Include A Trust Model as All Major Operators Have A Form of This Embedded In Their Organisational Structure)</b></p>	<ul style="list-style-type: none"> <li>✓ Existing robust competitive market place with established track record</li> <li>✓ The contractor will have lower service delivery cost compared to in-house or alternative options because of economies of scale</li> <li>✓ Local authority gains benefit of skills (delivering services and implementing investment programmes)</li> <li>✓ Taxation benefits should be achievable (NNDR and VAT) because of taxation efficient models</li> <li>✓ Potential for a tax efficient Contractor to access VAT benefits of £200 – £300k per annum available as not dependent on case currently being</li> </ul>	<ul style="list-style-type: none"> <li>✗ This option would retain NNDR and potentially VAT benefits.to acknowledge what is realistic and set pragmatic partnership arrangements and provide the required resources to deliver effectively</li> <li>✗ The Council is unlikely to achieve the same level of management fee as for the current contract; this is due the impact of Covid 19 on the industry and the fact that operators will want to accept less risk on contracts.</li> <li>✗ Limits to risk transfer e.g. market will not take unaffordable and costly repairing obligations (either at all or at an affordable cost)</li> <li>✗ Cannot protect staff terms and conditions if this is required</li> <li>✗ Market interest and therefore savings may be limited because of nature of existing facilities</li> </ul>	<p>The existing TWBC service is already outsourced; retaining an outsourced service remains a possibility if agreement can be reached with GLL.</p> <p>A re-procurement is likely to happen once the contract ends unless it is extended.</p> <p>A further outsourcing option is that of a 'rescue' operator coming in for a short-term period, to ensure the services remain operational in the event of the current operator handing back the keys or failing.</p> <p>Re-procurement is likely to be the end result of a short-term rescue operator appointment. A short-term option will 'steady the ship' but at a cost.</p>



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TWBC - Options for Leisure Services Management	The existing leisure management service is outsourced to Fusion Lifestyle, a charitable company, so TWBC benefit from savings on NNDR, VAT etc		
Alternative Delivery Model	Benefits	Risks	Specific Impacts for TWBC
	<p>considered by courts and this could reduce the contract price accordingly</p> <p>✓ Offer local authorities a known level of financial commitment and certainty achievable over a contract period</p> <p>✓ Investment may be achievable</p>	<p>✗ Partner investment may be costly</p> <p>✗ May not fully achieve local priorities and cultural requirements and operating philosophy may not be compatible</p> <p>✗ Lack of empathy with the local area;</p> <p>✗ Partnership must be effectively managed, Insufficient client-side resources and expertise for this a risk</p>	

5.42. Given the above analysis, it is clear that there are three main operational model types available to the Council in terms of future management of the leisure facilities:

- **Outsourced;**
- **New LATC (Teckal); and**

- **New Trust Model.**

- 5.43. An outsourced or LATC model is likely to be the most cost effective option moving forward. Managing the service in house will be the most expensive and will also carry the most risk.
- 5.44. In addition to the options to be considered in terms of operational delivery, it is also important to highlight that there are options to consider in relation to the actual nature of the contract portfolio.
- 5.45. The existing TWBC facility portfolio includes ageing buildings which are more costly to operate than newer ones.
- 5.46. Investment in new and or improved facilities could also impact positively on the costs of a future portfolio. Again this would be the case irrespective of the management model implemented.

## Summary

- 5.47. It is clear that TWBC needs to consider the future nature and location of its built facility provision given the housing development – quantum and location in the borough to 2038.
- 5.48. The priority existing facility in which to invest is Putlands Sports Centre, or rather a replacement for Putlands Sports Centre to better address the needs of the existing and new communities in the north of the borough. Putlands Sports Centre does not provide a pool, is not fit for purpose, and is in the wrong location in terms of access for new housing developments.
- 5.49. Replacing the existing facility creates the opportunity to consider opportunities for colocation with other indoor or outdoor physical activities as well as a range of community services. There is also potential to consider how a replacement facility can better contribute to the overall priorities for health and wellbeing in the borough, and to the development of an active environment.
- 5.50. In order to ensure enhanced accessibility for the Paddock Wood catchment area, which will see new homes developed in two strategic sites, Paddock Wood and east Capel (approximately 3,490 to 3,590 homes up to 2038) and Tudeley Village (2,100 homes up to 2038, 2,800 in total), a replacement facility will need to be relocated. The optimum site for a new community physical activity facility is to the southwest of Paddock Wood.

5.51. As part of the long term approach to physical activity provision, TWBC needs to decide whether to:

- Reprocure an external operator;
- Bring services back in house; and
- Deliver services through an alternative vehicle.

## 6.0 Commitment

6.1. The opportunity to develop a new way forward for physical activity provision in the borough is clear; equally the outcomes to be achieved are supported by the local priorities for community health and wellbeing:

“to enhance the quality of life for our residents and enable our communities to be active, healthy and confident through increased participation in sports and active recreation”

6.2. TWBC is committed to taking a strategic approach to its future provision and recognises that there is work to be undertaken to achieve this.

6.3. Given the existing evidence for the proposed approach to physical activity provision in the borough, the elements which now need to be addressed in terms of facilities are:

- Updating the Built Facilities Assessment;
- Updating the Vision for provision across the borough;
- Running the Sport England FPM;
- Undertaking community and stakeholder consultation to further evidence demand for participation;
- Development of a facility mix for a new facility in east Capel;
- Feasibility work to identify optimum location on site, footprint and capital costs;
- Revenue modelling to determine long term sustainability;
- Approach to the long term operational management of facilities;
- Development of a full SOPG report setting out the strategic approach being taken, and looking in more detail at the opportunities and needs in the borough over the longer term.

- Development of a procurement strategy for the new physical activity facility; and
- Appointment of a professional team.

6.4. The above will need to be confirmed as TWBC policy through the appropriate TWBC committee decisions.

6.5. The timescale for completing the updated strategic planning work (first nine bullet points above) would be 6 to 9 months.

## **Summary**

6.6. The proposed way forward for physical activity provision in the borough is clear. There is however a need to confirm:

- The detailed needs assessment;
- Facility mix for a replacement facility in the north of the borough;
- Capital costs;
- Revenue implications; and
- Timescales for implementation of investment, change and rationalisation.

## 7.0 Strengthening the SOPG Evidence

7.1. It is clear that TWBC has a significant opportunity to consider its future approach to built physical activity provision, specifically in the north of the borough. The proposed future direction reflects the priorities for health and wellbeing in the Borough. There are a few areas where there is opportunity to further strengthen this existing evidence base; these are summarised in Table 14. Addressing these will further support alignment with the SOPG and assist in strengthening the case for investment in identified interventions.

Table 14: Summary of identified Gaps against the SOPG

Shared Outcomes	Insight	Interventions	Commitment
<p>Given the timeline of some of the key strategic documents for example, Tunbridge Wells Borough Council Sport and Recreation Strategy 2016 to 2021, and the joint Kent Health and Wellbeing Strategy 2021, it would be beneficial to update these (in partnership where appropriate) to ensure relevant strategic policy is strengthened.</p> <p>It would also be beneficial to have up to date feedback from the education and voluntary sports club sector, which could be achieved through updating the above.</p>	<p>It is not clear that there is representation from hard to reach groups, which is an area to follow up. Such groups could include: care home residents; elderly people living on their own who are less active than they could be; Council house or flat tenants; those living in known areas of deprivation; those in social care; those in low paid employment where they may be having to do more than one job despite social benefit support; those in receipt of any employment or long term sickness and, or life limiting condition support; those with a disability; families dependent on support such as free school means; young people not in education or training.</p>	<p>The opportunity for the TWBC intervention proposal is clear but does require more evidence to inform the specific facility mix.</p> <p>There is also opportunity to further explore the colocation of services and the delivery of other community provision through the physical activity intervention.</p>	<p>There is a commitment to develop proposals for the proposed Interventions from TWBC, supported by the strategic land allocations in the Local Plan.</p> <p>There is however a need to confirm:</p> <ul style="list-style-type: none"> <li>• Capital costs</li> <li>• Revenue implications</li> <li>• Timescales for implementation of investment, change and replacement</li> </ul>

Tunbridge Wells Borough Council  
**Strategic Outcomes Planning Guidance (SOPG) Diagnostic Report**

Shared Outcomes	Insight	Interventions	Commitment
<p>Updating these documents will address the lack of feedback from education and voluntary sector sports clubs, as well as key stakeholders and the wider community.</p>	<p>Further input and feedback from key stakeholders would also be useful, to respond on a locality basis to the survey feedback. In particular, it would be useful to have feedback from the organisations and or support network working with the vulnerable and or hard to reach groups identified above.</p>	<p>There is a need for an FPM report to inform the needs assessment</p>	<p>-</p>
<p>There does not appear to be a Physical Activity Strategy or Plan or Statement which brings together in one document all strands of the Vision, indoor and outdoor facilities, services, the Active Environment, Active Travel.</p>	<p>It would also be beneficial to have up to date feedback from the education, voluntary sports club sector, key clubs and external facility operators. It may also be useful to establish a Partnership Group to support TWBC work on stakeholder input and further extend partnership working across the Borough.</p>	<p>-</p>	<p>-</p>
<p>-</p>	<p>It might be possible to use this group to secure stakeholder input particularly from harder to reach groups or those where further representation would be useful for example, care homes, the relevant CCGs, older peoples' organisations, family support groups rural community groups, tenant organisations.</p>	<p>-</p>	<p>-</p>

- 7.2. Overall there is a lack of one document pulling together all the existing physical activity evidence, Vision, Insight and proposals for the way forward for the borough? that is a full SOPG report.

## Recommendations

- 7.3. There is a determination from TWBC to ensure all residents have access to physical activity provision, To increase levels of physical activity and impact the health of the borough's communities.
- 7.4. TWBC is committed to taking a strategic and sustainable approach to planning for future physical activity provision, based on local Insight and evidence.
- 7.5. To ensure all information is fully aligned, there is a need to:
- Establish a Partnership Group to support TWBC on stakeholder input and further extend partnership working across the Borough. This group would be the vehicle to undertake additional focussed community engagement with stakeholders who can represent hard to reach groups, and or with hard to reach groups direct;
  - Undertake consultation and engagement; priorities are the wider community, hard to reach groups and key stakeholders;
  - Update the 2021 Sport and Recreation Strategy;
  - Run an FPM report;
  - Update the borough Vision for physical activity and Develop a Physical Activity Statement;
    - Feasibility work to identify optimum location on site, footprint and capital costs;
    - Revenue modelling to determine long term sustainability;
    - Confirm approach to the long term operational management of facilities;
  - Confirm all financial, timescale and policy elements of TWBC's commitment to inform and guide implementation of the Intervention; and
  - Develop an overall boroughwide SOPG report, reflecting all existing and the above information.



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