



Indoor Sports Facility Strategy

November 2022

Dover District Council

Evidence Base





Dover District Council
Indoor Sports Facility Strategy
2023-2040



Dover District
Supporting document

Local Plan



DOCUMENT CONTROL

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APPENDICES

APPENDIX 1: LIST OF KEY STAKEHOLDERS

1 EXECUTIVE SUMMARY

1.1 Introduction

1.1.1 The Sports Consultancy was appointed by Dover District Council (DDC) in October 2021 to complete an audit and assessment of indoor sports facilities and to produce an Indoor Sports Facility Strategy for Dover District (the District).

1.2 Project Brief

1.2.1 The project brief required that the indoor sports facility strategy should consider the age, quality, size, accessibility, community use, opening hours and type of management of each existing facility. In doing so, the assessment focused on providing the following:

- A clear understanding of the current and future supply and demand issues for key sporting facilities in terms of quantity, quality and location.
- Identification of recommendations and priorities to assist the authority and key stakeholders in the delivery of sporting outcomes for the area.
- Development and delivery of a facility strategy that is capable of formal adoption by DDC to shape its investment and facility priorities within the emerging Local Plan and Infrastructure Delivery Plan.

1.2.2 The assessment has been prepared in accordance with Sport England's guidelines (Sport England's Assessing Needs and Opportunities Guidance) to reflect current best practice for the provision of indoor sports facilities. It included a detailed assessment of supply and analysis of the quality, quantity and accessibility for the following indoor facilities:

- Sports halls
- Other activity halls (flexible indoor space with space for at least one court, if used for sport)
- Indoor swimming pools
- Health & fitness suites
- Indoor bowls
- Dance/aerobic studios
- Indoor tennis courts
- Squash and racquetball courts
- Gymnastics
- Boxing and martial arts.

1.2.3 The following paragraphs contain a summary of the key findings from the needs assessment work, by facility type.

1.3 Key Findings for Indoor Swimming Pools

1.3.1 Dover District currently provides 10m² water space per 1,000 population. This compares to a southeast average of 13m² and a national average of 12m². The Council should continue to support and investigate proposals for new swimming pool provision, in order to address the deficit in swimming pool water space in the District up to 2040 equivalent to an additional 6 lane 25m pool.

1.3.2 A feasibility and options appraisal study for the potential improvement and replacement of the existing Tides Leisure Centre is being undertaken. The study is still progressing, however initial options include a 4 or 6 lane 25m main pool and replacement leisure water. This would add a 25m pool in place of the existing leisure water only offer currently at the site, which does not currently provide adequately for lane swimming. The option of a 6 lane 25m pool, as part of a replacement pool at Tides, would best meet the

projected future needs of the district, however any new provision must be affordable and sustainable.

1.4 Key Findings for Sports Halls

- 1.4.1 Dover District currently provides 3.7 badminton courts per 10,000 population. This compares to a southeast average of 4.5 and a national average of 4.2. Demand is broadly being met within the district of Dover but at the expense of several facilities operating above the maximum comfort level of 80% used capacity. Therefore, where additional housing is being proposed it is likely to put further pressure on local sports halls and additional sports hall space may be required to meet that additional need.
- 1.4.2 On the basis of the results from the Sports Facility Calculator, additional sports hall capacity, or greater access to existing education sites, is likely to be required at Whitfield, Aylesham and Dover Town Centre. These planned developments will generate a combined need for additional sports hall space equivalent to 2.4 badminton courts. As a result these areas should be a focus for future sports hall provision subject to funding and affordability.
- 1.4.3 The opportunity to allocate Section 106 funding towards these developments should be investigated as and when the opportunities arise. Existing educational sites could provide additional access for community use to increase capacity, as currently many do not open for the full weekly peak period hours.

1.5 Key Findings for Health and Fitness Suites

- 1.5.1 The Council should support the development of new community accessible health and fitness facilities, where these are viable and supported by site specific latent demand analysis. The findings of latent demand reports completed for Tides Leisure Centre show that a significant level of latent demand exists for that site. Other potential areas for improved health and fitness facilities are Aylesham and Sandwich.

1.6 Key Findings for Indoor Bowls

- 1.6.1 Current provision across the district is meeting existing need. There is no requirement for additional indoor bowls provision in the District. The District does however have a growing ageing population and this could improve future trends in participation. There is a need to support Betteshanger Indoor Bowls Club in maintaining current levels of participation.

1.7 Key Findings for Squash & Racketball Courts

- 1.7.1 Dover District has approx. 11 courts across 5 squash venues. Squash England comment that the recommended number of courts should meet its national requirement of 1 court per 10,000 people. Currently the district provides 1 court per 10,200 people, so is meeting this standard. It should be noted more investment is required to maintain the standard of courts, ensure positive user experience. A growing population may generate a need for further courts in the future.
- 1.7.2 If court provision is reduced this would have a negative impact on squash and current users may find it difficult to secure bookings at alternative sites during peak times. Improved access to courts at Duke Of York's Military School may be a possible solution to increasing capacity in the district.

1.8 Key Findings for Indoor Tennis

- 1.8.1 Due to the existing facilities in Deal and nearby Canterbury, Dover District is not identified by the LTA as having a lack in provision. Indoor tennis courts at Tides Leisure Centre should be retained.

1.9 Key Findings for Dance/Aerobic Studios

- 1.9.1 There is a requirement to increase the level of provision of dedicated multi-purpose studio space within the District and maintain access to general purpose spaces at village halls and community centres. This is linked to the potential latent demand for health and fitness facilities, which also support the need for increased studio space for group exercise. The Council should support development of new community accessible dance and activity studios, where these are viable and particularly where they complement a wider health and fitness offer. The findings from this strategy support initial options for consideration by DDC, which include the provision of 1 or 2 aerobic/dance studios and a dedicated spin studio at a new Tides Leisure Centre, to complement the expanded health and fitness offer.

1.10 Key Findings for Gymnastics

- 1.10.1 There is a requirement to investigate options for the development of a new dedicated gymnastics facilities in the District. There is unmet demand for membership of the clubs in the district due to existing waiting lists. However, it should be noted that these types of facilities can be developed as commercially viable businesses. Therefore, gymnastics should continue to be supported by access to community and educational sports halls, including DDC facilities at Dover District Leisure Centre and Tides Leisure Centre, while clubs looking for dedicated facilities are supported in doing so.

1.11 Key Findings for Boxing and Martial Arts

- 1.11.1 There is a requirement to investigate options for the development of new dedicated boxing and martial arts facilities in the District. There unmet demand in the district, with strong growth in club membership in recent years. Boxing and martial arts clubs looking for dedicated facilities should be supported in doing so, as well as being provided access to suitable community halls and studio spaces to support their activities.

1.12 Strategy and Action Plan

- 1.12.1 The strategy and action plan has been commissioned, by DDC, on behalf of all leisure stakeholders in the District but it is recognised that the recommendations and actions cannot be delivered by the Council alone. DDC is only one stakeholder in the District and has limited resources, in terms of officer support and funding. All partners involved in indoor sports provision, whether public, private or voluntary will need to work together to take the strategy through to implementation. The relevant stakeholders have been identified in the Action Plan, and include:

- Dover District Council
- Kent County Council
- Schools and colleges
- Sports clubs
- Facility operators
- National Governing Bodies of Sport (NGBs)
- Other commercial providers.

1.12.2 The action plan contained in the report has been developed to address a number of strategic priorities, identified during the study, and the needs identified for each facility type reviewed. The actions are set out under the following headings:

- General Strategic Priorities
- Swimming Pool Priorities
- Sports Hall Priorities
- Health and Fitness Priorities
- Indoor Bowls Priorities
- Squash & Racketball Priorities
- Aerobic/Dance Studio Priorities
- Gymnastics Priorities
- Boxing and Martial Arts Priorities.

1.12.3 The specific actions have been identified in the Action Plan, as well as target timescales for completion.

1.13 Anticipated Outcomes

1.13.1 Delivery of the objectives contained in this strategy will result in the following outcomes being achieved:

- The loss of strategically valuable sports facilities, that are available for community use or could contribute to meeting future community needs, will be minimised. Any that are lost will be replaced by equivalent or better provision, in terms of quantity and quality, in a suitable location.
- Strategically valuable sites will be better utilised and options to maximise revenue generation from facilities will be investigated, to improve revenue generation and participation.
- Proposals for the improvement of facilities at Tides Leisure Centre will be progressed, leading to recommendations for improvements to the centre.
- Additional sports hall capacity, or greater access to existing education sites, will be investigated to support future housing development at Whitfield, Aylesham and Dover Town Centre, subject to funding and affordability.
- Opportunities for DDC to reduce carbon consumption and emissions from its centres will be investigated, in line with the Councils Climate Change Strategy.
- Community use of sports facilities on educational sites will be protected and enhanced where required.
- Sports facility charges should remain reasonable, in terms of affordability to residents, and be comparable with similar facilities elsewhere.
- Stakeholders will work together to increase the levels of community access to sites and to reduce inequalities. Stakeholders should include Council departments, health agencies, facility operators, education providers, NGBs, and local sports clubs to expand the range of affordable and accessible facilities for both residents and visitors to Dover.
- Stakeholders will be supported, where possible, in developing new indoor facilities.
- New sports facilities, provided as part of future educational provision in Dover, will be designed for curricular, extra-curricular, community and sports development use to ensure that opportunities for community use out of school hours is secured.
- New developments (e.g. residential, commercial and retail) will contribute towards the development and enhancement of sports facilities to meet identified needs with priority being given to projects identified in this Strategy.
- There will be collaborative working between neighbouring authorities to maximise cross-boundary usage.
- Specific issues relating to the district's demographic profile will be addressed. This will include using indoor sport and leisure facilities to improve levels of physical

activity in the whole population and reduce the gap in health inequalities by promoting access and engagement with at risk groups.

- There will be increased engagement with representatives of protected and target groups when developing projects that provide new indoor sports facilities.

1.14 Delivery of the Strategy

1.14.1 The delivery of this strategy is dependent upon the formation of close working partnerships with stakeholders to collectively enhance the operation and provision of indoor sports facilities in the District.

1.15 Funding

1.15.1 It is clear that the development of a new Tides Leisure Centre and other priorities included in this strategy are required to improve the quality of facilities in order to meet both current and future demand. Any leisure facility development or improvements in the District will be reliant on affordability, sustainability and securing funding. The current financial climate has placed pressure on the finances of all facility operators, including local authorities.

1.15.2 The Council will seek to work with others to use the indoor leisure assets in the District innovatively and a multi-agency approach is required to address the facility requirements in the strategy. The main funding delivery mechanisms for DDC and others in delivering the strategy are:

- **Council funding:** capital funding allocated to deliver facilities within DDC's ownership, and potentially the use of capital receipts from the sale of existing assets.
- **Development contributions:** Section 106 development contributions, or any other planning obligations.
- **Capital Grant funding:** national agencies such as Sport England.
- **Third party funding:** Financing capital through the forecast operational surplus and finance packages as part of the leisure management procurement process or construction contracts.
- **Commercial sector funding:** limited potential for investment from commercial leisure operators such as those who provide health and fitness centres.

1.16 Monitoring and Review

1.16.1 This strategy has been produced to enable the development of indoor sports facilities within the District to be provided for in a planned and co-ordinated way that meets the needs of the local population and addresses areas that could have the greatest future demand.

1.16.2 The strategy is based on the current known and planned facilities, but it will need to be reviewed periodically, particularly when there are significant changes in facility provision. The progress against the plan should be reviewed on an annual basis and the strategy and action plan should be updated if there are any significant changes in order to ensure that the strategy requirements keep pace with changes in facility provision and the amount of growth planned for the District.

2 INTRODUCTION

2.1 Introduction

2.1.1 The Sports Consultancy was appointed by Dover District Council (DDC) in October 2021 to complete an audit and assessment of indoor sports facilities and to produce an Indoor Sports Facility Strategy for Dover District (the District).

2.1.2 Since completion of the previous strategy in 2016 DDC has successfully delivered the new Dover District Leisure Centre in Whitfield. It has also moved ahead with options appraisal and feasibility studies to guide the future development of Tides Leisure centre and the develop of a new 2 or 4 court sports hall at Aylesham. A number of private health and fitness facilities have also been developed in the District since 2016.

2.2 Project Brief

2.2.1 The project brief required that the indoor sports facility strategy should look at the age, size, accessibility, community use, opening hours and type of management of each existing facility. In doing so, the assessment focused on providing the following:

- A clear understanding of the current and future supply and demand issues for key sporting facilities in terms of quantity, quality and location.
- Identification of recommendations and priorities to assist the authority and key stakeholders in the delivery of sporting outcomes for the area.
- Development and delivery of a facility strategy that is capable of formal adoption by DDC to shape its investment and facility priorities within the emerging Local Plan and Infrastructure Delivery Plan.

2.2.2 The assessment identifies and assesses the provision of the indoor sports facility types listed below:

- Sports halls
- Other activity halls (flexible indoor space with space for at least one court, if used for sport)
- Indoor swimming pools
- Health & fitness suites
- Indoor bowls
- Dance/aerobic studios
- Indoor tennis courts
- Squash and racquetball courts
- Gymnastics
- Boxing and martial arts.

2.2.3 The assessment has been prepared in accordance with Sport England's guidelines (Sport England's Assessing Needs and Opportunities Guidance) to reflect current best practice for the provision of indoor sports facilities.

2.2.4 The guide focuses on the practicalities of producing a clear and robust assessment to help develop and apply local planning policy. The guide will therefore assist DDC with meeting the requirements of the National Planning Policy Framework. The approach has been developed so that it can be tailored to apply to a range of sports facilities is intended

to help Local Authorities (as the key strategic and statutory planning lead) to understand the facility needs in their area.

2.3 Methodology and Approach

2.3.1 The audit and assessment methodology included the following stages of work:

Stage 1 Project initiation

Stage 2 A review of policy review of relevant strategic background documentation - analysis of existing and emerging local planning policies for indoor sport facility provision in the District.

Stage 3 Audit of local provision - A desktop review of the existing facility supply in the area using data made available by Sport England, via Active Places Power, to establish the current level of provision within the District including the range of facilities, age, management type and accessibility. This information was supplemented by consultation with operators.

Stage 4 Identifying local needs - Consultation with key stakeholders (i.e. DDC Officers, Sport England, National Governing Bodies of Sport, local educational establishments with indoor sports facilities, key local sports clubs, facility managers, neighbouring local authorities and use Sport England's strategic planning tools such as the Facilities Planning Model and Active Places Power, to complete a robust assessment of the demand for indoor sports facilities. A list of these key stakeholders can be found in Appendix 1.

Stage 5 Using the outputs from stages 3 and 4, identification of surpluses, shortfalls, issues and recommendations to help ensure that existing and future of indoor sports facility needs are met across the District. This stage identified opportunities for improving existing indoor facilities in terms of their quality, quantity, physical and social accessibility, community access to school sites and current maintenance and management.

Stage 6 Production of an indoor sports facility strategy document and a prioritised and timeline action plan for the District. This incorporates the key findings from each of the stages listed above. The final strategy takes a long-term view for the period 2022 – 2040 to conform with the detailed modelling tools, which run the facility planning horizon to 2040.

2.3.2 The findings in this report are based on data collected from a range of sources including:

- Published policy and strategy documents
- Sport England tools including:
 - The Facility Planning Model
 - Active Places Power website
 - Active Lives Survey
- Stakeholder consultation including:
 - Council officers
 - Sport England
 - Facility operators
 - Relevant National Governing Bodies of Sport
 - Kent Sport
 - User clubs
 - Neighbouring local authorities.

2.3.3 This document contains the findings from the audit and assessment of indoor sports facilities and the strategy and action plan.

3 BACKGROUND AND POLICY REVIEW

3.1 Introduction

3.1.1 This section contains a review of local and national policies and other information, which is of significance in the development of the needs assessment, strategy and action plan. This includes consideration of the following:

- National policy context
- Local policy context
- Demographic profile
- Health and sports participation trends.

3.1.2 The key issues arising from the policies and information reviewed have been summarised in the following pages. A summary of the key findings is provided at the end of the section.

3.2 National Policy Context

3.2.1 The following documents have been reviewed and summarised in relation to the National Context for sport and physical activity:

- Uniting the Movement (Sport England (2020)
- National Planning Policy Framework (NPPF) (2021)
- Everybody Active, Everyday (Public Health England, 2014)
- UK Active's Blueprint for an Active Britain (2016)
- Social and Economic Value of Community Sport and Physical Activity (Sport England, 2020).

Uniting the Movement – Sport England (2021-2031)

3.2.2 Sport England has published its 10-year strategy to transform lives and communities through sport and physical activity.

3.2.3 Key extracts from Uniting the Movement are included in the following paragraphs:

3.2.4 As we adapt and rebuild from the huge disruption caused by the coronavirus pandemic, we need to collectively reimagine how we keep movement, sport and activity central to the lives of everyone. Because if we harness its power, we'll be able to improve people's lives in so many ways. Sport England will focus its time and resources on three key objectives as stated below:

Advocating for movement, sport and physical activity

3.2.5 Distributing Exchequer and National Lottery money is an important part of our role, but we're so much more than a funder. We have a broader responsibility: to advocate for the transformational impact sport and activity can have on the nation's health and wellbeing. For us, it's more than just being a part of the change that's needed so everyone can benefit from being active – we want to help lead and shape that change. To do this demands much more from us than our investment. It's why we've forged great partnerships and built a network of relationships that span national and local organisations far beyond what you might describe as our 'traditional' sector, because we know we can make the biggest difference when we share our expertise and experience.

3.2.6 Looking forward, we'll lead on a common purpose and a common agenda, one that every person and every organisation committed to creating change can get behind. This strategy requires us to shape the conversation and the evidence on the value of movement, sport and physical activity so that it resonates with partners, both within and

outside our sector. It's why relationships and influence are key pillars in this strategy, alongside investment. We know many will share our aims, but not everyone will see how a common agenda for a more active nation can help them achieve those aims. It is our role to do just that.

Joining forces on five big issues

3.2.7 The ambitions at the heart of Uniting the Movement, and all the choices we've made, are the result of a process that's involved thousands of people and hundreds of organisations. In these many conversations, whether they've happened in the Houses of Parliament, in a community hall or online, the same issues and opportunities have emerged. It's this shared sense of what matters to us all that are our five 'big issues'. These are the things that will need people to work together to address. They're some of the biggest challenges to an active nation over the next decade and are also the greatest opportunities to make a lasting difference.

- Recover and reinvent
- Connecting communities
- Positive experiences for children and young people
- Connecting with health and wellbeing
- Active environments.

Creating the catalysts for change

3.2.8 If we work together, we believe the five big issues in this strategy will have the most profound impact on increasing and sustaining activity levels across the nation. But we can only give them the focus they need if we also acknowledge how we must change and improve what we deliver. We need to create the right conditions for change: across the people, organisations and partnerships with the potential to contribute and help turn our shared plans and ideas into action. We know there are specific capabilities, information, approaches and relationships that - used in the right way - will make progress possible. These are:

- Effective investment models
- Realising the power of people and leadership
- Applying innovation and digital
- High-quality data, insight and learning
- Good governance.

National Planning Policy Framework (NPPF) (2021)

3.2.9 The NPPF sets out planning policies for England. It details how these changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities. It states that the purpose of the planning system is to contribute to the achievement of sustainable development. Achieving sustainable development means that the planning system has three overarching objectives:

- An economic objective
- A social objective
- An environmental objective.

3.2.10 A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes.

3.2.11 The "promoting healthy communities" theme identifies that planning policies should be based on robust, up-to-date assessments of need for open space, sports and recreation

facilities and opportunities for new provision. Specific needs and quantitative and qualitative deficiencies and surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

Everybody Active, Everyday (Public Health England, 2014)

- 3.2.12 Public Health England (PHE) is aiming to drive a step change in the public's health. Tackling physical inactivity is a key step to making the change to reduce preventable death, disease and disability and support people and their surrounding communities to ultimately achieve their potential. Other high-income countries including Finland and Germany have illustrated that such a situation can be changed.
- 3.2.13 PHE want to engage with providers, professionals, and commissioners in health, social care, transportation, planning, education, sport and leisure, culture, the voluntary and private sector to drive through this campaign.
- 3.2.14 Being active everyday needs to ultimately be embedded across every community in every aspect of life. England is currently 24% less active than in 1961. Public Health England has developed four domains for action at both a national and regional scale. These include:
- Active society: creating a social movement
 - Moving professionals: activating networks of expertise
 - Active lives: creating the right environments
 - Moving at scale: scaling up interventions that make us active.
- 3.2.15 A cultural turnaround in attitudes to physical activity needs to change with a long-term promotion of physical activity ultimately needed. Professionals need to be activated in a variety of practices including spatial planning, social care, sport and leisure and the media.
- 3.2.16 PHE recognises that monitoring progress and measuring impact at a population, organisational, programme and individual level needs to occur. To support the evaluation at a local level, PHE have developed the Physical Activity Standard Evaluation Framework (SEF).
- 3.2.17 It is recognised that delivering the vision of everyone being active everyday will not be achieved in ten years. The following steps provide actions for local areas to support and facilitate change:
- Lead by example in all public sector workspaces
 - Make every contact count for volunteers and professionals to encourage active lives
 - Teach every child to value, enjoy, and have the skills to be active every day and build environments that are age friendly, safe for cyclists and make walking easier.
- 3.2.18 Alongside Everybody Active Everyday, PHE is publishing supporting publications that provide in-depth resources and information to support local and national action.

UK Active's Blueprint for an Active Britain (2016)

- 3.2.19 The national cost of physical inactivity now stands at £20 billion per year and the UK Active's Blueprint for an 'Active Britain' calls for a single-minded focussing of resources, energy and policy to turn the tide of physical inactivity.
- 3.2.20 The purpose of the document is to support government, local authorities, businesses and activity providers to re-embed activity into daily life.
- 3.2.21 We are currently faced with the most inactive generation of all time in England, with nearly one in three adults failing to meet the Chief Medical Officer's Guidelines on Physical Activity as of 2014.
- 3.2.22 To turn the tide on inactivity, getting people moving must be considered a top-tier standalone health issue, and embedding activity into all aspects of daily life must be a priority for the government while reaffirming their commitment to public health as a crucial area of health policy.
- 3.2.23 Physical activity must become a crucial part of the delivery mechanisms of the NHS, with the development of a comprehensive, evidence-based, systematic integration of physical activity into clinical care.
- 3.2.24 Powerful, robust research and high-quality evidence is the cornerstone of activity promotion. The first step to any behavioural intervention strategy must be obtaining a clear understanding of whether it will achieve its goal and whether it is the most effective way of doing so.
- 3.2.25 The physical activity sector, supported by the government and local authorities across the country, should utilise its vast resources to ensure that there are ample opportunities for disabled people to get active.
- 3.2.26 The report identifies that work needs to be done to create a greater understanding between teachers and parents, the health sector, children's activity and sports providers and children themselves, as to what works in getting children moving again.
- 3.2.27 It recommends the need for local authorities to work with high schools and academies to provide a long-term motivational behavioural change intervention scheme in partnership with activity providers, to engage the most inactive children and signpost activity opportunities tailored to individual needs.

Social and economic value of community sport and physical activity (Sport England, 2020)

- 3.2.28 Sport England commissioned the Sport Industry Research Centre at Sheffield Hallam University to calculate the social impact and the economic importance of sport and physical activity in England. They found that, when measured against costs of engagement and providing opportunities, for every £1 spent on community sport and physical activity, a return on investment (ROI) of £3.91 was created for individuals and society. Furthermore, the combined economic and social value (SROI) of taking part in community sport and physical activity in England in 2017/2018 was £85.5 billion.
- 3.2.29 The research showed that £42 billion worth of value was created from improved life satisfaction for 24 million participants and 3.9 million volunteers through their involvement in sport and physical activity. The findings also demonstrate how physical activity plays an important role in preventing several serious physical and mental health conditions,

with the research showing this had a value of £9.5bn. Of this amount, £5.2bn was in healthcare savings, while £1.7bn was in social care savings.

3.2.30 More than £3.6bn worth of savings were generated by the prevention of 900,000 cases of diabetes, while a further £3.5bn of value was generated through avoided dementia cases and the related care. A total of £450 million was saved by preventing 30 million additional GP visits. A further £20bn of value came from stronger and safer communities, including:

- 10,000 fewer crime incidents
- The replacement value of work done by sports volunteers (£5.7bn)
- Improved levels of social trust, belonging and community engagement (£14.2bn).

3.3 Local Policy Context

3.3.1 The following documents have been reviewed and summarised in relation to the local context for sport and physical activity:

- Dover District Council Corporate Plan (2020-2024)
- Emerging Dover District Local Plan - Regulation 18 (2021)
- Tides Leisure Centre Feasibility and Options Appraisal (2022)
- Kent and Medway Clinical Commissioning Group (CCG) - The five-year plan and priorities for Kent and Medway.

Dover District Council Corporate Plan (2020-2024)

3.3.2 The Corporate Plan 2020 to 2024 identifies the Council's ongoing commitment to the regeneration of the district, both physical and social. It emphasises the importance of tourism in realising the opportunities for our district and local economy. The climate change agenda has become more important in our everyday lives and is a cross-cutting theme to facilitate a better environment for everyone. The Corporate Plan also highlights our focus on Dover Town as the Gateway to the UK/Europe and as a benefit to the whole district.

3.3.3 The Corporate Plan sets out the Council's vision and the priorities for council actions for the period 2020 to 2024. In summary, these are:

Priority Theme One: Regeneration - Tourism and Inward Investment

- Providing a clear vision and direction of place-shaping for the district, creating a vibrant destination with good transport links, making tourism everyone's business.
- Supporting the business community to enable a thriving local economy that provides the jobs, services, training and career opportunities that we need.

Priority Theme Two: Housing and Community

- Enable a range of good quality affordable homes for our residents in an attractive environment.
- Work to build healthy, resilient and sustainable communities, where residents have good access to facilities and transport links to further their wellbeing. This includes a commitment to continuing 'to invest in leisure facilities across the District, complementing and building on the success of the Dover District Leisure Centre'. *It should be noted that the Indoor Sports Facility Strategy sets out the priorities for future development in indoor sports facilities.*

Priority Theme Three: Climate Change, Environment and Assets - A cleaner, sustainable environment

- Support the wider climate change agenda to facilitate a better environment for everyone.

- Support the development and protection of our environment and open spaces, making the most of our enviable landscapes, heritage and assets and making our parks destinations of activity, recreation and community.

Priority Theme Four: Working Smartly and Delivering Services

- Continue to develop our business to be more effective, efficient and forward-looking for the benefit of our residents.

Emerging Dover District Local Plan

- 3.3.4 At the time of writing this strategy the Council was in process of producing a new Local Plan. The Local Plan sets out planning policies and proposals for new development in the District over the period from 2020 to 2040. Once adopted, the Local Plan will replace the current suite of Development Plan documents. The Indoor Sports Facility Strategy will inform the local plan policies and the Infrastructure Delivery Plan and will become a background document once it is adopted.
- 3.3.5 The proposed future housing growth sites as set out in the Regulation 18 Local Plan to 2040, were considered. The largest development, of is the expansion of Whitfield Urban Extension an allocation of over 5,000 homes with an additional 2,000 identified in the plan, which accounts for 38% of the emerging new housing allocations. There is also a significant development proposed in Aylesham and Elvington and Eythorne. In the town of Dover, over 1,000 additional homes are proposed. These proposals are in addition to new housing already permitted or planned for in existing development plans. It is important to note that at the time of drafting this strategy, the Local Plan to 2040 was at Regulation 18 stage only, and proposals for sites may change during Local Plan preparation. These housing sites and associated population projections have been considered in the application of Sport England’s Facility Planning Model report for Swimming Pools.

Tides Leisure Centre Feasibility and Options Appraisal (2022)

- 3.3.6 A feasibility and options appraisal study for the improvement and replacement of the existing Tides Leisure Centre is being undertaken alongside this needs assessment. The study is still progressing, however initial options include a 4 or 6 lane 25m main pool, replacement leisure water and an expanded health and fitness offer. The existing 4 court sports hall and indoor tennis centre will be retained.

Kent and Medway Clinical Commissioning Group (CCG) - The five-year plan and priorities for Kent and Medway

- 3.3.7 The NHS Long Term Plan, published in January 2019, set out a vision for the future of healthcare. The CCG has worked with its health and care partners and local people to develop a five-year strategy which will deliver on the ambitions of the NHS Long Term Plan for local people. The Kent and Medway response is summarised in the following extracts:

‘Our five-year plan, created by the Kent and Medway Sustainability and Transformation Partnership, describes our priorities and actions to continuously improve the health and wellbeing of our population and to address the challenges of our health and care system. To develop the plan we engaged widely with patients, residents and partners.

Our priorities

Health and social care partners across the county have committed to invest in population health, ensuring prevention is part of every single health and care pathway.

By taking positive action on underlying issues, such as smoking, obesity and alcohol consumption, we will reduce deaths and disability caused by cardiovascular disease, stroke, diabetes, respiratory disease and some cancers such as lung and colon.

Additionally, we know that feeling lonely has a major impact on both our physical and mental health. Together, we need to do more to tackle deprivation and social isolation.

We plan to improve outcomes for all major conditions. This is underpinned by an overriding principle that we focus on the person and their needs and goals, not just a condition. Our plan also includes a commitment to:

- Continue to improve cancer services and make sure more cancers are diagnosed earlier and more people survive cancer.
- Focus on mental health, expand mental health services and better look after the physical health of people with severe mental illness.
- Make sure children, young people and adults with special educational needs and disabilities, learning disabilities and autism - and their families and carers - receive the care and support they need and deserve'.

3.4 Dover District Council Area Key Facts

3.4.1 Some key facts about the District, taken from the Council's Dover District Summary – July 2020 are listed below:

- The Dover District covers an area of 31,484 hectares (123 square miles), with a coastline of around 20 miles, and is one of twelve districts that make up the county of Kent.
- The District contains two urban areas, a market town and a large rural area made up of dozens of villages and hamlets. Home to the internationally famous White Cliffs, it is the UK's Gateway to Europe, within easy access of London and the continent.
- Over a fifth (22%) of the District is designated as part of the Kent Downs Area of Outstanding Natural Beauty. Of this area, 3% is designated as Heritage Coast, centred on the white cliffs either side of Dover.
- With a resident population of 118,100, the Dover District has the fourth-smallest local authority population in Kent - equivalent to 7.5% of the Kent population. The population density of the District is 3.7 persons per hectare.
- The ward with the largest area is Little Stour and Ashstone, covering 6,572 hectares, which represents 20.9% of the total area of the District. It is least densely populated ward with 1.1 people per hectare.
- The ward with the smallest area is Tower Hamlets, covering 89 hectares, which represents 0.3% of the total area of the District. It is the most densely populated ward with 74.99 people per hectare.
- The ward with the largest population is Middle Deal and Sholden with 8,670 people - representing 7.4% of the total resident population of the District. The ward with the smallest population is Ringwoud with 2,040 people - representing 1.7% of the total resident population of the District.
- The Dover Urban Area covers an area of 4,830 hectares and has a population of 46,320 (population density 9.59). The Deal Urban Area has a population of 31,270 (population density 18.37). The Sandwich Rural Settlement covers an area of 3,519 hectares and has a population of 7,190 (population density 2.06).
- There are 54,514 residential properties in the District, the majority of which are owner-occupied or privately rented (87.2%). Over a quarter of properties were built before 1906. Long-term vacant homes (6+ months) equate to just under 1% of the estimated dwelling stock. Approximately 2.3% of residential properties in the District are second homes.

- House prices are historically lower in the Dover district than the county and regional averages. The average house price is £272,432, compared to Kent £339,660 and the Southeast £380,302. Since 1999, the average house price in the District has increased by +258.3%. The District also has the third-lowest average monthly private rental market rent in Kent.
- The 'average' council tax band in England is Council Tax Band D, and 13.4% of homes in the Dover District fall into this band. The majority of homes in the district fall into Band B (31.5%) and Band C (26.3%). Only 70 properties in the district are in the highest Tax Band H.
- The Dover District is ranked 113th (out of 317) local authorities in the English Indices of Deprivation 2019 (IoD2019) and is the 4th (out of 12) deprived area in Kent (using the 'Rank of Average Score' summary measure). The urban areas of Dover have the highest levels of deprivation in the District. Five (out of the 67) Lower-layer Super Output Areas (LSOAs) in the District are in the top 10% most deprived areas in England.

(Source: Dover District Summary – July 2020)

3.5 Demographic Profile

- 3.5.1 The demographic profile of the District has been reviewed to provide further context in terms of the catchment population and the key factors influencing facility needs.

Population

- The resident population of the District is 118,100, with just over half being female (50.6%), and 49.4% male.
- Over the past 15 years, the population of the District has grown slower than the county and national averages, growing by 10.6% between 2003 and 2018. The population is forecast to increase by 10.7% between 2018 and 2038, which would increase the population size to 129,400. This growth is slower than the average population growth for Kent (17.0%).
- The average age of the population is 43.7 years, which is higher than the county (41.2 years) and national (40.3 years) averages
- The Dover District has a lower proportion of young people aged under-15 years (17.5%) and of people aged 16 to 64 years (58.9%) than the south-east and national averages. Over a fifth, (23.5%) of the District's population is of retirement age (65+), compared to 18.5% for England.
- The Dover District has an ageing population. Between 2018 and 2038, the number of 65 plus-year-olds in the District is forecast to increase by +53.7% (to 41,600 people). This contrasts with an expected decrease in the 0-15 years age group (-3.5% or -700 young people) and 16-64 years age group (-1.7% or -1,200 working-age people).
- The population of the Dover District is predominantly white, with 96.7% of all residents are of white ethnic origin; this is higher than the averages for Kent (93.7%), Southeast (90.7%) and England (85.4%). The District has the lowest percentage of residents from a BME group in Kent (3.3%). The largest single BME group in the District is Asian / Asian British representing 1.8% of the total population.
- 64.1% of the District's residents describe themselves as Christian, while the largest non- Christian religious group is Hindu (0.6%). 26% of the population in the District does not have a religion.
- 58.9% (69,600 people) of the population in the District are of working age (aged 16 to 64 years), which is below the county, regional and national averages. 80.2% of the resident working-age population is economically active, which means that they are either in work or actively looking for a job. The remaining 19.8% (13,100 people) of the working-age population are economically inactive. These people are not in employment, nor are they looking to work. This includes those who are retired, looking after home and family, students or are permanently sick or unable to work.

- 73% of the working-age population in the Dover District are in employment: 61.4% employees and 9.8% self-employed.
- In 2019, 5.0% of working-age residents were unemployed, compared to 3.4% in 2018.
- COVID-19 has had a significant impact on the number of claimants in the Dover District. As at May 2020, 4,890 people (7.1%) in the Dover District were unemployed, which is above the county (6.4%) and the national averages (6.4%). This represents an increase of +96.4% (2,400 people) since May 2019.
- As at May 2020, youth unemployment (aged 18-24 years) in the District, at 12.5%, is also above the county average (9.5%) and the national average (8.7%).
- As at May 2020, the Dover Urban areas (Castle 12.1%; Tower Hamlets 11.8%; St. Radigunds 11.7%; Town & Pier 9.9%; Maxton, Elms Vale and Priory 8.8%; Buckland 8.2%) have the highest rates of unemployment.
- A third of the workforce (33.3%) in the Dover District is qualified to at least NVQ level 4. This is lower than the averages for Kent (36.6%), Southeast (43.4%) and nationally (40.3%). The percentage of those with no qualifications in the District, at 6.4%, is lower than the averages for Kent (7.8%) and nationally (7.7%) but higher than the Southeast (5.8%).

(Source: Dover District Summary – July 2020)

3.6 Health

- 3.6.1 Self-reported health in the Dover District is worse than the England average, with 78.8% of residents describing their health as either 'very good' or 'good' and 6.3% as either 'bad' or 'very bad'. This compares with national averages of 81.7% for 'very good' or 'good' and 5.3% for either 'bad' or 'very bad'.
- 3.6.2 20.8% of the District's population has an illness or condition which limits their day-to-day activities in some way; this compares with 17.6% nationally.
- 3.6.3 Life expectancy at birth for males (79.2 years) and females (82.5 years) in the Dover District is lower than the national averages (79.6 years for males and 83.1 years for females).
- 3.6.4 Life expectancy is 7.6 years lower for men and 3.1 years lower for women in the most deprived areas of Dover than in the least deprived areas.
- 3.6.5 The number of Dover District residents who are claiming disability benefits is 11,111 (9.5%) this is higher than Kent (7.7%), Southeast region (6.4%) and national figures (7.9%).

(Source: Dover District Summary – July 2020)

- 3.6.6 The percentage of adults (aged 18+) classified as overweight or obese in Dover District is 63.4% this is higher than the Southeast region (61.5%) and in line with the UK average of 63% of adults.

(Source: Office for Health Improvement and Disparities (OHID)

- 3.6.7 The percentage of children in Reception (age 4-5 years) classified as overweight in the Dover District is 25.4%, this is higher than the averages for the Southeast region and England. The district also has the 3rd highest prevalence of overweight children at Reception age in Kent.

(Source: State of the District: Health and Wellbeing – 2017)

- 3.6.8 The percentage of children in Year 6 (age 10-11 years) classified as overweight or obese (including severe obesity) in the Dover District is 19.1%, this is higher than the Southeast region (16.8%) and marginally lower than the England average (20.2%).

(Source: PHE: Local Authority Health Profile – 2019)

3.7 Sports Participation

- 3.7.1 The percentage of people in the District participating in physical activity at least 150 minutes a week in 2019 (pre-COVID) was 63.9%. This is the same as the Kent average and slightly higher than the England average. In terms of inactivity, i.e. less than 30 minutes a week, the percentage of inactive people in the district is 24.1% which is below the Kent and England averages.

Adult (16+) participation data

Nov-19	Active (150+ minutes a week)	Inactive (<30 minutes a week)
England	63.3%	24.6%
Kent	63.9%	24.6%
Dover	63.9%	24.1%

(Source: Sport England: Active Lives Survey)

4 AUDIT OF FACILITY SUPPLY

4.1 Introduction

4.1.1 The audit of facility supply includes an assessment of the following indoor facilities:

- Sports halls
- Other activity halls (flexible indoor space with space for at least one court, if used for sport)
- Indoor swimming pools
- Health & fitness suites
- Indoor bowls
- Dance/aerobic studios
- Indoor tennis courts
- Squash and racquetball courts
- Gymnastics
- Boxing and martial arts.

4.1.2 It included analysis of the quality, quantity and accessibility for each facility type.

Assessment of Supply

4.1.3 Due to COVID restrictions in place during the strategy development, it was agreed that the majority of research on the existing supply of facilities be completed using desk-based analysis. The supply analysis included facilities operated by a range of organisations and information was gathered on the following areas:

- Facility and scale
- Ownership, management and access arrangements (plus, where available, facility owner aspirations)
- Location, access and accessibility
- Condition, maintenance and existing improvement plans.

4.1.4 This enables identification of the potential of each facility and informs investment decisions at each site.

Assessment of Demand

4.1.5 When assessing facility provision against demand, key issues such as population and participation growth are taken into account. The resident population of the District is 118,100. The population is forecast to increase by 10.7% between 2018 and 2038, which would increase the population size to 129,400.

4.1.6 Demand has been assessed utilising available Sport England tools (i.e. Facilities Planning Model, Active Places, Sports Facility Calculator and Active Lives Survey) to help gauge strategic provision of community sports facilities. It helps to analyse sports facility provision and whether supply meets demand. It provides data that is used as part of the information base to inform the analysis of supply and demand.

4.1.7 Demand analysis is supplemented by data collected and stakeholder consultation. This enables key local issues to be taken into account, e.g. where local demand is particularly

high and additional provision is required. Consultation was conducted with a range of stakeholders to gain a comprehensive understanding of key issues.

4.2 Catchment Areas

- 4.2.1 Catchment areas for different types of facilities provide a tool for identifying areas currently not served by existing indoor sports facilities. It is recognised that catchment areas vary from person to person, day to day, hour to hour. Therefore, Sport England accept a catchment which is defined as the distance travelled by around 75-80% of users.
- 4.2.2 Sport England determines that differences in rural and urban catchments are reflected within an agreed walk or drive time catchment. The normal acceptable standard would be to apply a 20-minute walk time (1 mile radial catchment) for an urban area and a 20-minute drive time for a rural area. The District is described as being an urban area (65% of population) with significant rural hubs (35% of population), therefore when looking at catchments, a 20-minute walk time has been applied to swimming pools, sports halls, health and fitness suites and dance/aerobic studios. However, for indoor bowls, squash/racketball courts, indoor tennis and gymnastics, it is recognised that provision for these sports attract users from further away and therefore a 20-minute drive time has been applied for these facilities.

4.3 Supply and Demand Analysis

- 4.3.1 The supply and demand assessment is key in determining whether the District currently has sufficient provision to account for future changes in population. It also takes into account the spread of provision and enables identification of communities not served by an indoor facility.
- 4.3.2 It is necessary to assess the current capacity across the District and potential demand (based on population and participation trends). This helps determine whether current capacity is meeting current demand and whether there is a surplus or a shortfall. It also identifies the areas of over or undersupply relative to demand.

4.4 Comparators

- 4.4.1 The 'Nearest Neighbour' model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to aid local authorities in comparative and benchmarking exercises. It is widely used across both central and local government. The model uses a number of variables to calculate statistical similarity between local authorities. Examples of these variables include population, unemployment rates, tax base per head of population, council tax bands and mortality ratios.
- 4.4.2 The following table shows the number and type of facilities in the District compared to that of the 'Nearest Neighbour' authorities. This includes all facilities, including privately operated facilities which are not included in the study. The results demonstrate that there are varying levels of supply in these areas. Some key points are listed below:
- DDC is slightly lower than average in terms of 25 swimming lanes
 - DDC is slightly lower than average in terms of sports hall courts
 - DDC is significantly higher than average in terms of health and fitness stations
 - DDC is slightly lower than average in terms of indoor bowls sites
 - DDC is higher than average in terms of squash courts
 - DDC is higher than average in terms of indoor tennis centre sites
 - DDC is similar to the average in terms of studio numbers.

Total number of facilities compared with nearest neighbours (2022)

Facilities	Dover	Scarborough	Sedgemoor	Folkestone & Hythe	Swale	Average
Swimming Pools (25m lanes)	14	12	21	15	18	16.0
Sports Halls (courts)	36	52	40	45	50	44.6
Health & Fitness Suites (stations)	927	794	729	912	618	796.0
Indoor Bowls (sites)	1	1	3	1	2	1.6
Squash Courts (courts)	10	4	5	9	8	7.2
Indoor Tennis Centre (sites)	1	1	0	1	0	0.6
Dance/Aerobic Studios (number)	12	13	17	10	12	12.8

5 NEEDS ASSESSMENT, SURPLUSES AND SHORTFALLS IN FACILITY PROVISION

5.1 Introduction

5.1.1 This section contains a summary of the findings from the needs assessment work. Each facility type is reviewed in turn with information provided on various factors relating to supply and demand for facilities. The key findings are provided for each facility.

5.2 Indoor Swimming Pools

5.2.1 Defined as an “enclosed area of water, specifically maintained for all forms of water based sport and recreation, this covers indoor pools and specific diving tanks used for swimming, teaching, training and diving” (Sport England Active Places).

5.2.2 Since completion of the previous Indoor Sports Facility Strategy, the main change in provision has been the delivery of a new 8 lane 25m, county standard pool, at Dover District leisure Centre. The replaced the previous 6 lane 25m community pool at Dover Leisure Centre, adding 2 additional lanes of 25m swimming pool water.

5.3 Supply

Quantity

5.3.1 There are two sites in the District that have fully community accessible swimming pools; Dover Leisure Centre (8 lane 25m plus learner pool) and Tides Leisure Centre (leisure pool). Both sites are owned by DDC and operated via an external management contractor. Tides leisure pool has limited programming options, as the lack of deep water makes it impossible to schedule multiple programs at the same time. It is predominately a family leisure attraction to provide fun for families.

5.3.2 Duke Of York’s Royal Military School has a 6 lane 23m pool, which is available for limited private use only. Balance Spa and Health Club has a 22m leisure pool which accommodate some lane swimming, accompanied by a smaller (and warmer) exercise pool. Both pools are only accessible via membership but are not available for club use.

Supply information for swimming pools

Site Name	Facility Sub Type	Water Area m ²	Access Type	Ownership Type	Year Built
BALANCE SPA & HEALTH CLUB	Main/General & Leisure Pool	198 & 81	Registered Membership use	Commercial	1984
DOVER DISTRICT LEISURE CENTRE	Main/General & Learner Pool	425 & 128	Pay and Play	Local Authority	2019
DUKE OF YORK’S ROYAL MILITARY SCHOOL	Main/General	250	Private Use	Academies	1954
TIDES LEISURE CENTRE	Leisure Pool	313	Pay and Play	Local Authority	1988

Neighbouring Authority Facilities

5.3.3 Kingsmead Leisure Centre in Canterbury is owned by the local authority and operated by a trust. It is Canterbury City Council’s flagship centre with a 6 lane 33m main pool, leisure pool and learner pool, which has approximately 400,000 visits per year. It is located c.10 miles from the North-West boundary of the District and therefore it may

attract residents of the District. We understand that the Council has plans to refurbish the centre but that this will not change the scale of pool water provided.

- 5.3.4 Folkestone Sports Centre in Folkestone and Hythe has a 6 lane 25m main pool and a learner pool. The Sports Centre is located in the centre of Folkestone, a few miles from the South-West boundary of the District, which is easily accessible to residents via the A20. This centre is due to be replaced by the new Princes Parade Leisure Centre, which is currently under development. The new centre will include the same level of provision i.e. a 6 lane 25m pool and learner pool.
- 5.3.5 While not a neighbouring authority, Medway Council is progressing the development of new leisure centre to include a 4 lane, 25m training pool for lane swimming and lessons and a c.200m² children's fun pool with flume, wave ball pool and beach area. The replaces the larger leisure pool at Splashes in Rainham.

Planned Developments

- 5.3.6 A feasibility and options appraisal study for the potential improvement and replacement of the existing Tides Leisure Centre is being undertaken. The study is still progressing, however initial options include a 25m main pool, and replacement leisure water. This would add a 25m pool in place of the existing leisure water offer at the site, which does not provide adequately for lane swimming.
- 5.3.7 A new pool at Tides would also serve residents to the north of the district, including Sandwich, where some consultees have previously raised the need for accessible swimming facilities to serve the area. Sandwich is well within a 20-minute drive time catchment of Tides.

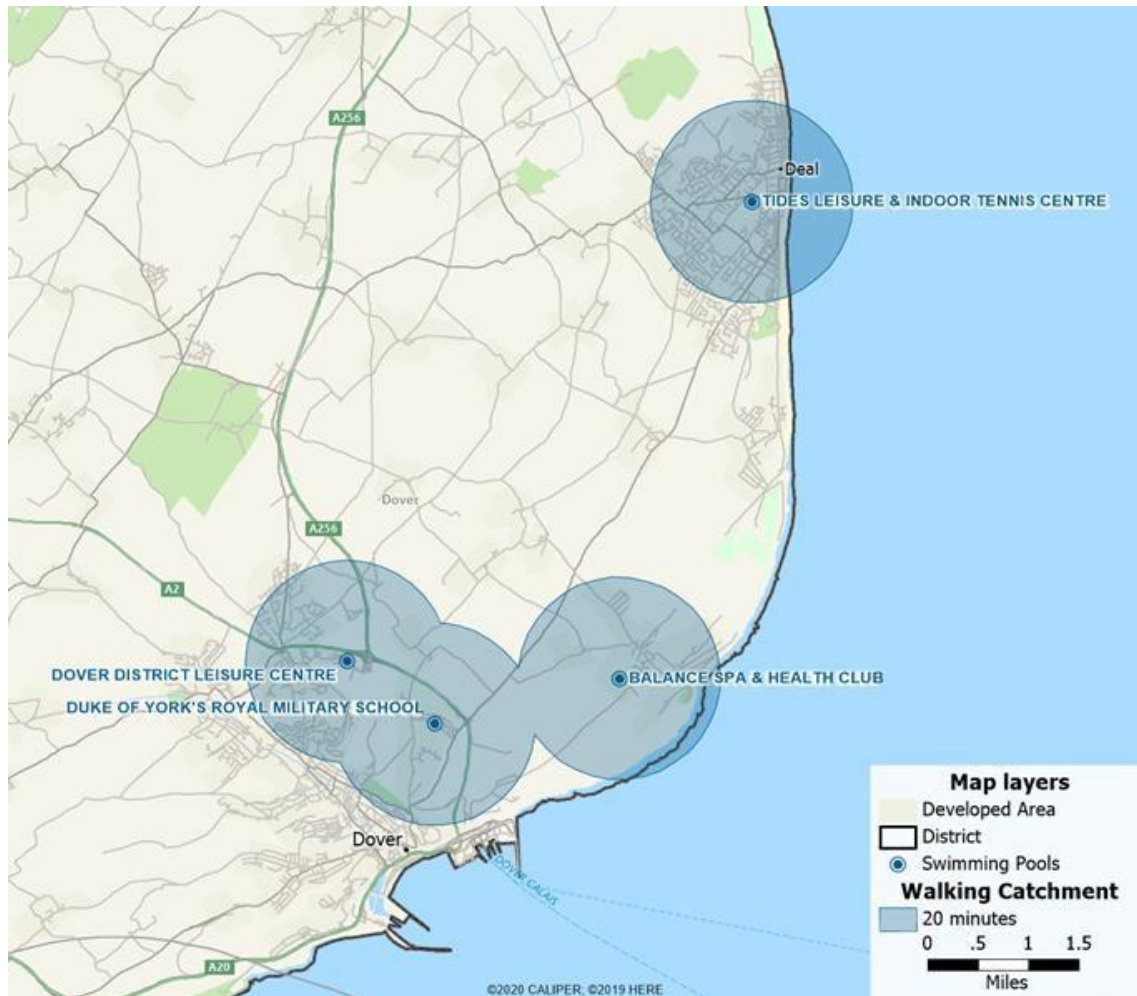
Quality

- 5.3.8 Dover District Leisure Centre, at Whitfield, is a high-quality community leisure centre built in 2019 and contains an 8 lane 25m, county standard pool and learner pool.
- 5.3.9 The other Council owned facility is Tides Leisure Centre, which was built in 1988. It is a leisure pool in a relatively poor condition and in need of refurbishment or replacement. DDC recognises the need for improvement of this pool and, as previously stated, is undertaking a feasibility and options appraisal study for the potential replacement of the existing swimming pool.

Accessibility

- 5.3.10 Appropriate walk time accessibility standards can be applied to swimming pools to determine deficiencies in provision. Catchment mapping, based on an amalgamated 20-minute walk time, has been adopted to analyse the adequacy of coverage of swimming pool provision across the District; it also helps to identify areas currently not served by existing swimming pools.

Community accessible swimming pools, 20-minutes' walk time catchment



5.3.11 The map shows that the most populated areas in the District (Dover and Deal) are within a 20-minute walk time of a community accessible swimming pool. However, in Sandwich (the third largest settlement in the District), there is a large gap in swimming pool provision. There are also gaps in provision in less populated rural areas of the District (including Aylesham), however it is more likely that residents in these areas will travel by car (up to a 20-minute drive) to access swimming pool provision.

5.4 Demand

5.4.1 Sport England's Facility Planning Model (FPM) provides an assessment on the provision for swimming for DDC. The purposes of the FPM assessment is to assess the extent to which the existing supply of swimming pools meets current and future levels of demand from the resident population. It helps to analyse sports facility provision and the extent to which supply meets demand. It provides data that is used as part of the information base to inform the analysis of supply and demand.

5.4.2 A bespoke run of the FPM model was commissioned by DDC to assess the extent to which the existing supply of swimming pools would meet future demand, taking into account the recent construction of Dover District Leisure Centre, population increases and major new housing developments in the District to 2040.

5.4.3 The FPM analysis suggests a need for more community accessible water space within the District to support a growing resident population to 2040 and to provide further

opportunities that could support an increase in the levels of participation within swimming and other aquatics activities.

- 5.4.4 Overall, the FPM study highlights the opportunity of providing a new 25 metre pool up to 6 lanes as part of the redevelopment of Tides Leisure Centre. This should complement the new 8 lane 25m county standard pool at Dover District Leisure Centre, as opposed to competing with it.

Consultation

- 5.4.5 Swim England has been consulted and has highlighted that population growth and housing developments will determine the exact amount, but it expects to see unmet demand emerge within the next 10 years. Most likely for a community size swimming pool, as the competition needs will be met by the current aquatic facility in Dover. Swim England recognises that the long-term sustainability of the swimming pool at Tides Leisure Centre should be assessed, as it would expect an aquatic facility of this age to be approaching an age where redevelopment is a better long-term option.
- 5.4.6 Dover Lifeguard Swimming Club has identified that it is operating at capacity and has a waiting list for membership, as a result. It is seeking further access to lane swimming for training and to expand its membership, particularly for junior and masters swimmers. This supports the need for additional lane swimming in the District and as part of the redevelopment of the swimming pool at Tides Leisure Centre.

5.5 Summary

- Sport England's FPM analysis and consultation with the Swim England suggests there is a deficit in water space in the District in 2022 equivalent to a 6 lane 25m pool. This is supported by consultation with Dover Lifeguards, which has 150 members and a waiting list for activities, despite the recent development of the new 8 lane 25m county standard pool at Dover District Leisure Centre.
- There are two sites in the District that have fully community accessible swimming pools; Dover District Leisure Centre and Tides. Both are owned by DDC and operated by an external management contractor. Tides leisure pool has limited programming options as it is a shallow-water family leisure water attraction.
- The 6 lane 23m pool at Duke of York's Royal Military School is currently available for 'Private Use' only. While access to this pool is limited, compared to other community swimming pools, it is an important facility in the District and provides additional capacity.
- DDC is currently investigating wet side improvements to Tides to enhance the quality of wet side provision and retain the focus of community and leisure pools at this centre, to complement the county standard pool at Dover District Leisure at Whitfield.
- The pools are in the most densely populated areas of the District (Dover and Deal) and therefore allow the majority of residents to access a pool within 20-minutes' walk.
- All residents have access to a swimming pool within a 20-minute drive time.

Implications for Strategy

- 5.5.1 The Council should continue to explore plans for new swimming pool provision, in order to address the deficit in swimming pool water space in the District up to 2040 equivalent to an additional 6 lane 25m pool.
- 5.5.2 A feasibility and options appraisal study for the potential improvement and replacement of the existing Tides Leisure Centre is being undertaken. The study is still progressing, however initial options include a 4 or 6 lane 25m main pool, and replacement leisure water. This would add a 25m pool in place of the existing leisure water only offer currently at the site, which does not provide adequately for lane swimming. The option of a 6 lane

25m pool, as part of a replacement pool at Tides would best meet the projected future needs, however any new provision must be affordable and sustainable.

5.6 Sports Halls

5.6.1 Indoor multi-sports halls are defined as areas where a range of sport and recreational activities are carried out and include specifically designed sports halls, such as leisure centres and school sports halls.

5.7 Main halls

5.7.1 This assessment considers sports hall facilities in the District that comprise at least one badminton court. However, a standard 3-court or more sports hall (known as 'main hall' in this assessment) provides greater flexibility in that it can accommodate major indoor team sports such as football (5-a-side and training), volleyball, basketball and netball. It also provides sufficient space to accommodate indoor cricket nets and to undertake indoor athletics. Many 3+ court sports halls also have a dividing net which enable them to be subdivided into separate areas for use, for example, for circuit training, table tennis or martial arts activities. As such, a 3+ court sports hall has greater sports development value and flexibility than smaller halls.

5.8 Activity halls

5.8.1 Activity halls are the smallest buildings that can accommodate a sports programme alongside the customary social and arts pursuits. There are a wide variety of types and sizes, often supplementing the main hall with a restricted range of use, including aerobics, keep fit classes, martial arts, boxing, and table tennis. Sport England recognises 1-2 badminton court activity halls that can accommodate a range of recreational and sporting activities. However, it is recognised that smaller halls lack the flexibility and capacity for large club activities.

5.9 Supply & Quantity

5.9.1 Since completion of the previous Indoor Sports Facility Strategy, the main change in provision has been the reduction in sports hall provision from 40 in 2015 to 36 in 2022. This is due to the reduction of the number of courts from 8 to 4 at the new Dover District leisure Centre.

5.9.2 There are nine sites in the District that have a 4-court sports hall. Two of these (Dover District Leisure Centre and Tides Leisure Centre) are DDC owned facilities. The remainder, with the exception of Baypoint Leisure, are located at education sites. While the schools have varying degrees of community use, all offer under 45 hours use per week and most focus mainly on club / block bookings, as opposed to casual use. This demonstrates the importance of the facilities owned by DDC for community access (over 95 hours per week) but also the need to work closely with education site owners to encourage access, for clubs and organisations, to their facilities outside school hours.

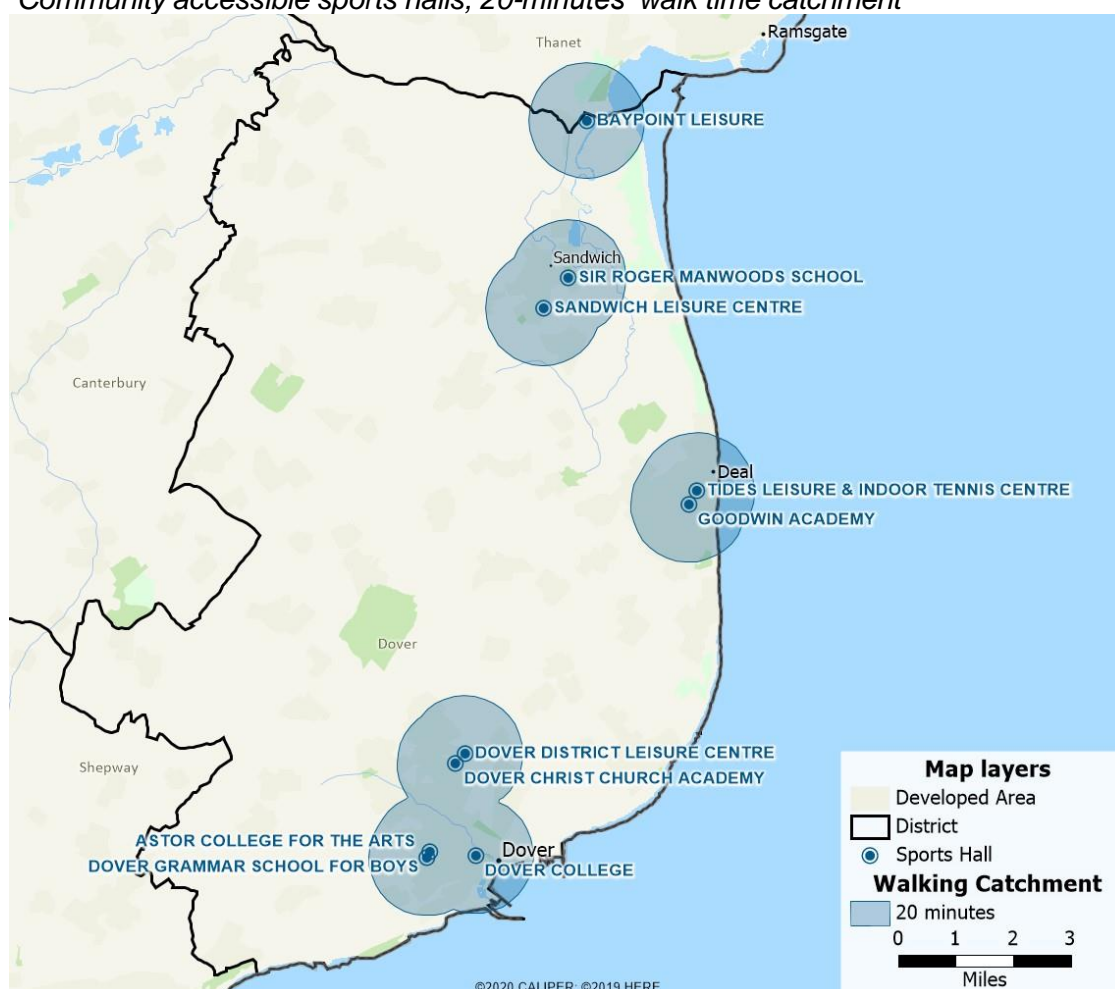
Supply information for sports halls

Site Name	Area m ²	Badminton courts	Access Type	Ownership Type	Year Built
ASTOR COLLEGE FOR THE ARTS	690	4	Sports Club / Community Association	Academies	1974
BAYPOINT LEISURE	594	4	Pay and Play	Commercial	1965
DOVER CHRIST CHURCH ACADEMY	594	4	Sports Club / Community Association	Academies	2003
DOVER COLLEGE	690	4	Sports Club / Community Association	Other Independent School	1978
DOVER DISTRICT LEISURE CENTRE	690	4	Pay and Play	Local Authority	2019
DOVER GRAMMAR SCHOOL FOR BOYS*	690	4	Sports Club / Community Association	Other Independent School	2022
GOODWIN ACADEMY	594	4	Sports Club / Community Association	Academies	1948
SANDWICH LEISURE CENTRE	594	4	Pay and Play	Academies	1991
SIR ROGER MANWOODS SCHOOL	627	4	Sports Club / Community Association	Academies	1999
TIDES LEISURE CENTRE	690	4	Pay and Play	Local Authority	2002

* It should be noted that the 4 court sports hall at Dover Grammar School for boys opened in 2022, during completion of this strategy, and has not been included in Sport England's Facility Planning model report. This site provides an opportunity to increase the supply of facilities in the district subject to availability to community clubs and user groups.

5.9.3 The location of the sports halls, with 20-minute walk catchments, are shown on the following map.

Community accessible sports halls, 20-minutes' walk time catchment



Supply and Demand Analysis

- 5.9.4 A Standard Run of the FPM model was commissioned by DDC to assess the extent to which the existing supply of Sports Halls meet demand. The key element to be taken from the FPM report is that demand for sports halls in the district of Dover exceeds the current available supply. Many of the sports hall sites are estimated to be full at peak times. However, in 2020, there is insufficient unmet demand to justify consideration of new additional sports hall provision.

The key findings from the supply, demand and access assessment are:

- All the main halls in the district are four-court halls which can provide a full range of hall sports at community level. Four of the main halls are 690 sqm, which can accommodate the additional run-off requirements for netball.
- The average age of all the sport halls is 33 years, with four of the educational sites being over 40 years old and therefore contributing to the high average age. Three of these older educational sites have been refurbished, but this was over 15 years ago and means that their attractiveness weighting is low.
- As would be expected, the sites are predominantly located in the main towns of Dover, Deal and Sandwich. Baypoint Leisure is the only site located away from these population centres in the north of the district and is the only hall close to a neighbouring district.
- Dover District Leisure Centre is located in an area of the district with the highest IMD rankings and therefore provides good access for residents nearby with the greatest deprivation.
- Tides Leisure Centre is also located in an area with a higher IMD ranking, and also serves communities with more deprivation than the rest of the district. Aylesham is the only area in the district with a higher IMD that does not have a sports hall nearby. In 2020, 91.5% of the total demand for sports halls from Dover residents is met.
- Of this satisfied demand, 88.6% is retained within the district. This reflects the findings on the locations of the sports halls and the fact that they are located in the most populated areas which are to the south and east of the district. The level of retained demand is lower than the rest of the study area due to demand in the more rural areas of the district in the north and west of the district being met by halls in neighbouring authorities.
- A wide variation in used capacity can be seen between the individual sites in the district. Dover District Leisure Centre, Dover College, and Tides Leisure Centre are operating at 100% used capacity. Conversely several of the sites are operating at a very low used capacity level; these include Baypoint Leisure at 6% and Sir Roger Manwood's School at 19%.

Conclusions

- Demand is broadly being met within the district of Dover but at the expense of several facilities operating above the maximum comfort level of 80% used capacity.
- The higher levels of unmet demand and lowest levels of local share are in the main towns of Dover and Deal despite these towns being the locations of most of the sports halls.
- There is currently only one sports hall in each of the main towns of Dover, Deal and Sandwich that is open for most of the peak and off-peak hours. Off-peak access can be an important offer, particularly for some under-represented and target groups.
- There are no larger halls in the district which could offer additional scope for more activities to take place consecutively, higher levels of competition and events hosting, and greater flexibility for teaching and coaching.
- Existing educational sites could provide additional access for community use to increase capacity as currently many do not open for the full weekly peak period hours.

- The relatively high average age of facilities (particularly the educational sites) and lack of recent refurbishment affects the attractiveness of these facilities and impacts on their utilisation.
- It should be noted that the 4 court sports hall at Dover Grammar School for boys opened in 2022, during completion of this strategy, and has not been included in Sport England’s Facility Planning model report. This site provides an opportunity to increase the supply of facilities in the district subject to availability to community clubs and user groups.

5.9.5 Dover District Council should consider investment in improving existing sports hall facilities to support residential developments, for example, through use of Section 106 funding. New provision should be a consideration if there are major housing developments proposed, particularly at Whitfield, Aylesham and Dover Town Centre.

Sport England Sports Facility Calculator (Sports Halls)

5.9.6 The FPM report is based on the current population data. To understand the likely impact of proposed housing development on the demand for sports halls, Sport England’s Sports Facility Calculator was used. The Sports Facility Calculator is a planning tool which helps to estimate the amount of demand for key community sports facilities that is likely to be created by a given population. It has been used in, this case, to give a simple estimate of the demand side of the facility provision equation. It helps to answer questions such as, ‘How much additional demand for sports halls will the population of a new development area generate?’.

5.9.7 The results of the Sport Facility Calculator are summarised in the following table. They suggest that the proposed additional housing growth set out in the emerging Local Plan (Regulation 18 plan) mainly in and around Whitfield, Aylesham and Dover Town will generate a need for additional sports hall space equivalent to 2.4 badminton courts.

Sports Facility Calculator results for Sports Halls

Sports Halls	
Housing numbers	3,640
Population	8,736
Badminton Courts	2.41

Activity Halls

5.9.8 There are thirteen activity halls in the District, the majority of which are located at educational establishments and are available for limited community use. The activity halls must generally be pre-booked and are only available to sports clubs and community associations outside of school hours.

Supply information for activity halls

ID	Site Name	Area m ²	Access Type	Ownership Type	Year Built
1	ASTOR COLLEGE FOR THE ARTS	180	Sports Club / Community Association	Academies	1998
2	AYLESHAM PRIMARY SCHOOL	180	Private Use	Community school	2017
3	DOVER CHRIST CHURCH ACADEMY	180	Sports Club / Community Association	Academies	1960
4	DOVER GRAMMAR SCHOOL FOR BOYS	180	Private Use	Foundation School	1931
5	DOVER GRAMMAR SCHOOL FOR GIRLS	180	Private Use	Community school	1902
6	NORTHBOURNE PARISH HALL	180	Sports Club / Community Association	Local Authority	1975
7	NORTHBOURNE PARK SCHOOL	324	Sports Club / Community Association	Other Independent School	1980

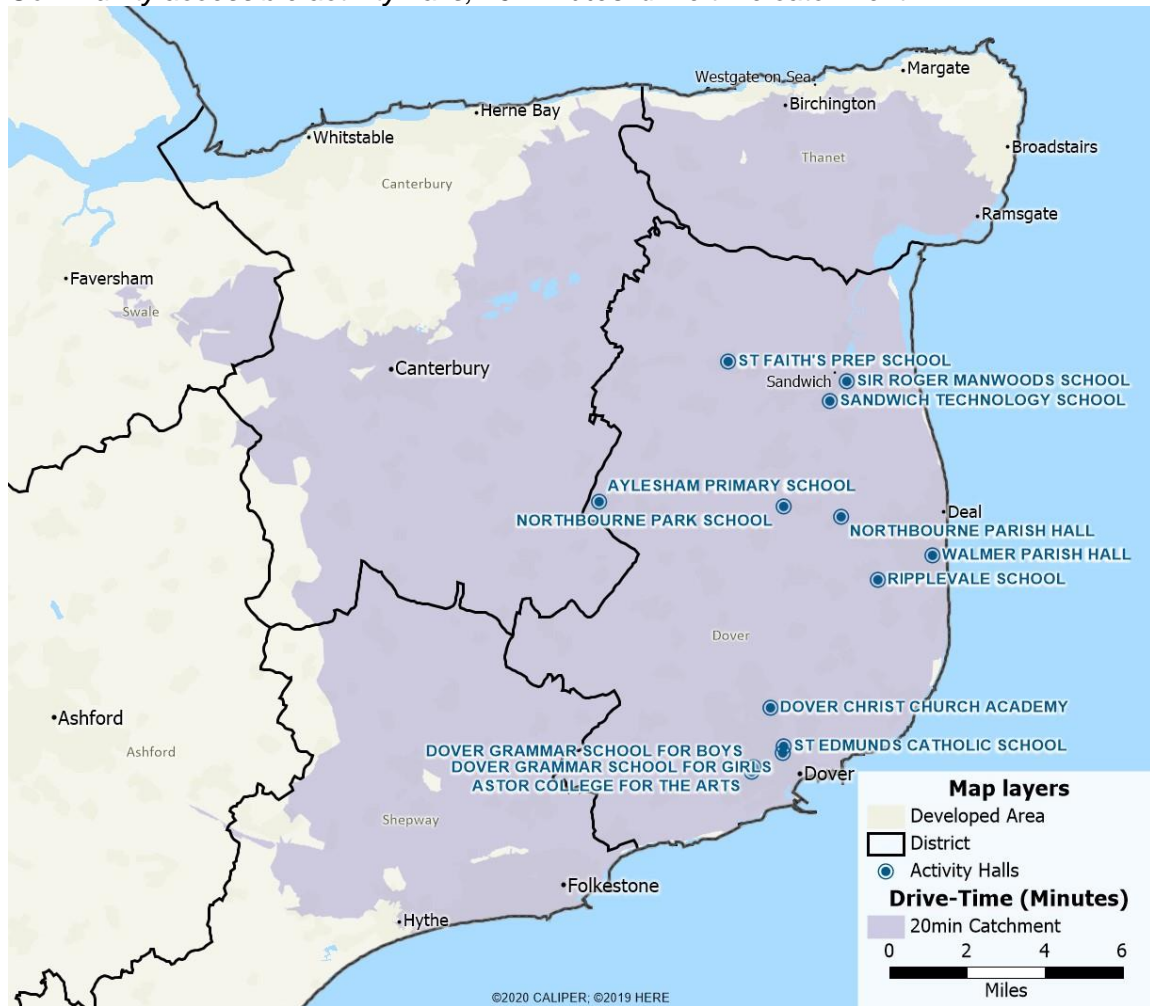
8	RIPPLEVALE SCHOOL	180	Private Use	Independent School approved for SEN Pupils	1967
9	SANDWICH TECHNOLOGY SCHOOL	180	Private Use	Foundation School	1935
10	SIR ROGER MANWOODS SCHOOL	180	Sports Club / Community Association	Academies	1951
11	ST EDMUNDS CATHOLIC SCHOOL	180	Sports Club / Community Association	Voluntary Aided School	1963
12	ST FAITH'S PREP SCHOOL	2x 180	Sports Club / Community Association	Other Independent School	1990
13	WALMER PARISH HALL	180	Sports Club / Community Association	Other	1900

It is understood that Portal House School (SEND School) has recently built a 3ct hall sports hall for private use. However, his facility doesn't appear on Sport England's active places database, so has not been referenced in the above table.

Accessibility

- 5.9.9 Appropriate drive time accessibility standards can be applied to sports hall provision to determine deficiencies in provision. A 20-minute drive time has been applied to community accessible main halls (3+ badminton courts) servicing Dover. This enables identification of areas not currently serviced by existing sports halls.

Community accessible activity halls, 20-minutes' drive time catchment



5.9.10 The map shows that the majority of the District's population live within 1 mile (20-minutes' walk time) of a community accessible 3+ court sports hall. The largest gaps in provision are in rural areas, including Aylesham. Residents in these areas are likely to be willing to travel by car (up to 20-minutes) to a main hall in an urban area.

Neighbouring Authority Facilities

5.9.11 Canterbury City Council has plans to refurbish Kingsmead Leisure Centre but this will not involve an increase in sports hall space. Folkestone and Hythe Council is also not planning to build any new sports halls.

Planned Developments

5.9.12 The existing development recently completed in Aylesham secured a large amount of developer contributions (£850k) which are required to fund provision of a new sports hall and facilities at Aylesham and District Welfare Club. There are emerging plans for expansion of Aylesham Welfare Leisure Centre, to build a new 2 or 4 badminton court hall, as an extension to the existing Leisure Centre. During 2021 an initial needs assessment was commissioned by DDC, which demonstrated that a 2 or 4 court multi-purpose activity hall could be sustainable in this location, subject to funding and affordability being demonstrated. However, a detailed project proposal for the spend of this developer obligation has not yet been finalised.

5.9.13 None of the schools that responded to the consultation have identified plans for the delivery of significant new indoor sports halls.

Consultation

- 5.9.14 Many of the NGBs consulted frequently use sports halls to carry out their respective activities. In addition, many of those also rely on the use of flexible activity halls. NGBs indicate that participation in their sport is growing, and numbers have recovered/are recovering well following the impact of the pandemic. In addition, all NGBs consider there to be significant growth potential across the Dover District in particular.
- 5.9.15 In general, the majority of NGBs feel there is an undersupply of facilities across the District to cater for their particular sports at the times when they are needed. This is due to pressure at peak times. A number of specific points are listed below:
- According to Kent Cricket, the undersupply of indoor cricket nets forces clubs/residents to travel to neighbouring Districts to access facilities. The majority of facility operators across the District do not currently provide facilities for indoor cricket.
 - Kent Badminton report limited availability for badminton bookings due to the multi-sport nature of sports halls resulting in high demand for spaces.
 - Kent County FA have development funding to deliver a Futsal Hub and walking football opportunities within the Dover District. Kent County FA have not identified a need for additional indoor facilities at this moment in time, however, would be interested to discuss any future possible developments.
 - Badminton England are eager to have conversations with schools across Dover regarding the possible hire of their indoor facilities outside of school hours.
 - No NGBs have reported involvement in any planned indoor facility developments within the Dover District.
- 5.9.16 All respondent NGBs indicate there will be a need for more facilities in the future as the population and growth of their respective sport increases across the District. In addition, respondents have highlighted the importance of maintaining / refurbishing existing facilities to a good standard for the future.
- 5.9.17 14 clubs responded to the consultation. These are listed below
- Dover lifeguard Swimming Club
 - Deal Victoria & Barns Close Cricket Club
 - Deal Tri Club
 - Walmer Lawn Tennis & Croquet Club
 - Dover Castle Archers
 - Shepherdswell Cricket Club
 - Dover Gymnastic Club Ltd
 - River Bowls Club
 - East Kent Acro Gymnastics Club
 - Deal Town Rangers FC
 - Dover pirates basketball club
 - Deal Gymnastics Club
 - Walmer Cricket Club
 - North Deal Community Company CIO
- 5.9.18 They provided a range of comments, which are summarised below:
- Sports clubs that responded are reliant on the use of sports halls across the District. The majority of clubs consider increased quantity of facilities / greater access to existing facilities as most important for them to meet their current and future needs. Many also commented that the quality of facilities needs to be improved.

- In general, most clubs consider the quality of the facilities they currently use to be of good/excellent condition.
- Half of the clubs consulted consider the amount of time and space needed by the club in the next five years to increase. They see club memberships increasing and a need for additional space to cater for future demand.
- The lack of indoor cricket facilities within the District was highlighted. Currently, there is limited provision in Dover. Goodwin Academy and Duke of York's Royal Military School offer indoor cricket facilities. Demand is also catered for in Canterbury, however, the facilities in Canterbury are in high demand and bookings at peak times are very difficult to attain.

5.10 Summary

- There are currently 36 badminton courts of sports hall space in 2022 located in nine main sports halls (3+ courts) and thirteen activity halls (1-2 courts) across the District. The majority of facilities are located at education sites.
- The DDC facilities at Dover District Leisure Centre and Tides Leisure Centre are key facilities in providing daytime access for community users, in addition to evenings and weekends.
- Aylesham Welfare Leisure Centre has aspirations of developing 2 or 4-court sports hall, which could add a further daytime access in the District.
- Some clubs and NGBs are reporting issues in accessing sports hall space at peak times and there is an unmet demand for indoor cricket net provision.
- There will be a need for more facilities in the future as the population and growth of their respective sport increases across the District. In addition, respondents have highlighted the importance of maintaining / refurbishing existing facilities to a good standard for the future.

Implications for Strategy

- 5.10.1 The FPM results show that currently demand is broadly being met within the district of Dover but at the expense of several facilities operating above the maximum comfort level of 80% used capacity. Therefore, where additional housing is being proposed it is likely to put further pressure on local sports halls and additional sports hall space may be required to meet that additional need.
- 5.10.2 On the basis of the results from the Sports Facility Calculator, additional sports hall capacity or greater access to existing education sites is likely to be required at Whitfield, Aylesham and Dover Town Centre. The opportunity to allocate Section 106 funding towards these developments should be investigated, as and when the opportunities arise. Existing educational sites could provide additional access for community use to increase capacity as currently many do not open for the full weekly peak period hours.
- 5.10.3 Dover District Council should consider investment in improving existing sports hall facilities to support residential developments, for example, through use of Section 106 funding. New provision should be a consideration if there are major housing developments proposed, particularly in the main towns.

5.11 Health and Fitness Suites

5.11.1 Health and fitness facilities of significance are normally defined as facilities with a minimum of 20 stations, which provides a better variety and availability of equipment.

5.12 Supply

Quantity

5.12.1 Since completion of the previous Indoor Sports Facility Strategy, there has been an increase from 544 stations of equipment at 11 sites in 2015 to 887 stations at 16 sites in 2022. This is a significant increase in provision across the district.

5.12.2 In Dover District, there are 16 health and fitness suites with 20 or more stations. These are located at a range of sites including commercial, education and local authority sites and are listed in the following table.

Supply information for health and fitness suites

ID	Site Name	Stations	Access Type	Ownership Type	Year Built
1	ANYTIME FITNESS (DOVER)	125	Registered Membership use	Commercial	2017
2	AYLESHAM WELFARE LEISURE CENTRE	26	Pay and Play	Commercial	2011
3	BALANCE SPA & HEALTH CLUB	23	Registered Membership use	Commercial	1984
4	BAYPOINT LEISURE	70	Pay and Play	Commercial	2003
5	DOVER CHRIST CHURCH ACADEMY	6	Sports Club / Community Association	Academies	2011
6	DOVER DISTRICT LEISURE CENTRE	120	Registered Membership use	Local Authority	2019
7	DOVER GRAMMAR SCHOOL FOR GIRLS	10	Private Use	Community school	1997
8	DOVER MARINA HOTEL & SPA	30	Registered Membership use	Commercial	2000
9	DUKE OF YORK'S ROYAL MILITARY SCHOOL	30	Private Use	Academies	1994
10	FITNESS CONNECTION (SANDWICH)	50	Registered Membership use	Commercial	1988
11	GENESIS GYM	12	Pay and Play	Commercial	2015
12	SANDWICH LEISURE CENTRE	70	Registered Membership use	Academies	1991
13	SNAP FITNESS (DOVER)	150	Registered Membership use	Commercial	2019
14	THE BODY WORKS GYM	65	Registered Membership use	Commercial	2000
15	THE WEIGHTS ROOM UK LTD	100	Pay and Play	Commercial	2011
16	TIDES LEISURE CENTRE	40	Pay and Play	Local Authority	2002

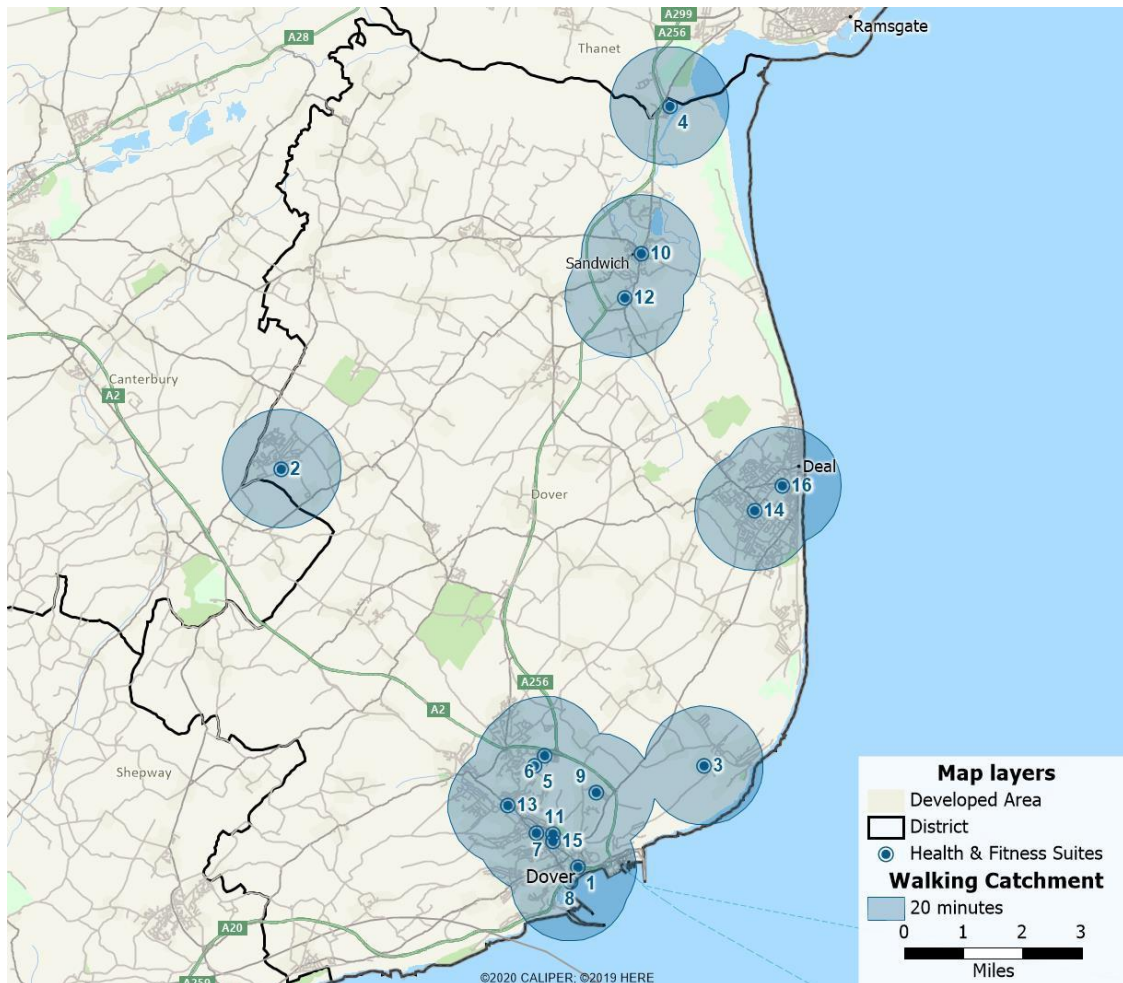
Planned Developments

5.12.3 Health and fitness suites tend to have high levels of usage, and are important revenue generating areas, therefore investment in updating user space and equipment is important. In terms of planned new facilities, DDC is considering options to extend the health and fitness offer at Tides Leisure Centre from circa 40-110 stations, at a replacement centre.

Accessibility

5.12.4 Appropriate walk time accessibility standards can be applied to health and fitness suites to determine deficiencies in provision. Catchment mapping, based on a 20-minute walk time, has been completed to analyse the adequacy of coverage of health and fitness provision across the District; it also helps to identify areas currently not served by existing health and fitness suites.

Community accessible health and fitness, 20-minutes' walk catchment



5.12.5 The mapping shows that most of the Dover, Deal, Sandwich and Aylesham's urban population live within 1 mile (20-minutes' walk time) of a health and fitness suite. The largest gaps in provision are in rural areas. Residents in these areas are likely to be willing to travel by car (up to 20-minutes) to a health and fitness suite in an urban area.

5.13 Demand

5.13.1 The growth in provision of health and fitness facilities in the district in recent years indicates a strong demand for memberships. This has been evidenced by the strong performance of the new Dover District Leisure Centre in Whitfield and recently completed demand modelling as part of the feasibility work on the new Tides Leisure Centre proposals, which indicate a significant unmet demand. The housing growth planned across the District is likely to increase the level of demand for health and fitness suites, particularly the Whitfield area and Dover town centre.

5.14 Implications for Strategy

5.14.1 Latent demand reports should be commissioned based on specific catchment areas if new health and fitness provision is planned linked to new community leisure centres, as these provide a site-specific consumer demographic analysis.

5.14.2 The Council should support the development of new community accessible health and fitness facilities, where these are viable and supported by site specific latent demand analysis. The findings of latent demand reports completed for Tides Leisure Centre show that a significant level of latent demand exists. This reflects the relatively low level of

provision and support the increase in health and fitness provision from 40 stations to 110 at the proposed new Tides Leisure Centre.

5.15 Indoor Bowls

5.15.1 An indoor bowls facility is defined as a purpose built bowls centre or dedicated bowls area within a sports facility. It does not include short mat bowls areas, which are temporarily laid out in multipurpose halls.

5.16 Supply

Quantity

5.16.1 There is one indoor bowls facility in the District, Betteshanger Indoor Bowls Club. The indoor bowls centre is situated in Deal and is part of the Betteshanger Social Welfare Scheme Sports Club. This facility has four indoor rinks. It is available for use by members and is owned and operated by the Betteshanger Social Welfare Scheme Sports Club.

Supply information for indoor bowls

Site Name	Rinks	Access Type	Ownership Type	Management Type	Year Built
BETTESHANGER SOCIAL AND WELFARE SPORTS CLUB	4	Registered Membership use	Sports Club	Sport Club	2000

Quality

5.16.2 Betteshanger indoor bowls centre was built in 2000 and subsequently refurbished in 2004. The changing facilities have not been refurbished since the facility was opened. The neighbouring facility at Folkestone was built in 1995 and refurbished in 2000.

Accessibility

5.16.3 This section considers the accessibility of facilities in relation to both the physical (i.e. built environment) and human (i.e. management of entry to facilities) elements.

5.16.4 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision. The normal acceptable standard would be to apply a 20-minute drive time for indoor bowls facilities in urban and rural areas. The map below shows that Betteshanger indoor bowls centre is located in the middle of the District and is therefore accessible to the vast majority of Dover's residents within a 20-minute drive time. It should be noted that the nearest indoor bowls facility outside the district is located at Folkestone Indoor Bowls club, which has a 7 rinks centre. This is located within easy reach of Dover district residents to the south of the district. Also, Thanet Indoor Bowling Centre includes 8 rinks and meets the needs of some residents to the north of the district.

Community accessible indoor bowls, 20-minutes' drive time catchment



5.16.5 The planned housing growth across the District may well increase the demand for indoor bowls facilities. The District has a slightly higher percentage of 50-64 year olds (17.1%), compared with England (15.1%). This age demographic is approaching retirement age and, has a tendency to participate in bowls.

5.16.6 According to Active Places, Betteshanger indoor bowls centre is available for use by registered members only. It should be noted that the majority of bowls use tends to be via club bookings as opposed to pay and play.

5.17 Demand

5.17.1 Sport England's Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows a decrease in the number of people regularly participating in bowls, with a fall of 38% over the three year period.

Consultation

5.17.2 The English Indoor Bowling Association was consulted and commented that, it is important that the Betteshanger facility continues to exist, as the nearest alternatives are over 30 minutes' drive-time from the facility. The NGBs main target is to assist Clubs with their endeavours to encourage Members to return after COVID lockdowns. With the

Older Population projected to increase by nearly 5,000 in the next 10 years, it feels that there is potential for the Club to increase its Membership.

Summary

- There is one indoor bowls facility in Dover, Betteshanger Indoor Bowls Club (4 rinks), which is part of the Betteshanger Social Welfare Scheme Sports Club. Folkestone Indoor Bowls Centre (7 rinks) is a larger but older facility that is easily accessible to residents in South-West of the District.
- Betteshanger indoor bowls centre was built in 2000 and last refurbished over ten years ago in 2004.
- There are no gaps in provision (within a 20-minute drive time) in the District.
- In summary, there is sufficient supply of indoor bowls facilities in Dover District. The English Indoor Bowling Association, commented that it is an important facility in for the District and that it has potential to attract more members with a growing ageing population.

Implications for Strategy

- 5.17.3 Current provision across the district is meeting existing need. There is no requirement for additional indoor bowls provision in the District. The District does however have a growing ageing population and this could improve future trends in participation. There is a need to support Betteshanger Indoor Bowls Club in maintaining current levels of participation.

5.18 Squash & Racketball Courts

- 5.18.1 Squash courts are either backed by a solid wall (classed as 'normal' in this assessment) or glass-backed, the latter of which allows for spectators and coaches to watch squash matches and training sessions and are therefore more popular than solid wall squash courts. Racketball is also played on squash courts, although they are two completely different sports, they require similar skill sets and the same environment for play.

5.19 Supply

Quantity

- 5.19.1 There are six sites in the District offering a total of 11 squash courts (two glass-backed, eight solid-backed). One site is local authority owned, one is commercially owned, and three are located at educational establishments. Squash courts at three of the five sites are available on a pay and play basis and one site (Duke of York's Royal Military School) is available for use by sports clubs and community associations only.
- 5.19.2 Duke of York's Royal Military School has four courts which, due to safeguarding protocol, are only available for limited community use during school holidays.

Supply information for squash & racketball

Site Name	Courts	Access Type	Ownership Type	Year Built
BAYPOINT LEISURE	2 (Normal)	Pay and Play	Commercial	1965
DEAL SQUASH CLUB	1 (Normal)	Private Membership Only	Club	1933
DOVER COLLEGE	1 (Normal)	Sports Club / Community Association	Other Independent School	1980
DOVER DISTRICT LEISURE CENTRE	2 (Glass-backed)	Pay and Play	Local Authority	2019
DUKE OF YORK'S ROYAL MILITARY SCHOOL	1 (Glass-backed) 3 (Normal)	Private Use	Academies	1994
SANDWICH LEISURE CENTRE	1 (Normal)	Pay and Play	Academies	1991

Accessibility

- 5.19.3 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision.

Community accessible squash courts, 20-minutes' drive time catchment



- 5.19.4 The map shows that all District residents are able to access a squash court within a 20-minute drive time. There are no gaps in squash provision in the District.

5.20 Demand

- 5.20.1 Sport England's Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows a decrease in the number of people regularly participating in squash, with a fall of 32% over the three year period.
- 5.20.2 Demand for squash is generally falling and operators may wish to use space for more popular/revenue generating activities such as for dance/aerobic classes or extension of health and fitness suite.

5.21 Consultation

- 5.21.1 Squash England comment that the recommended number of courts should meet its national requirement of 1 court per 10,000 people. They suggest there is a poor spread of facilities across the area, the geography of the area (urban population with rural surrounding areas) means that there needs to be a good geographical spread of courts to meet the needs of the local population. As such, it comments that it is imperative that

current sites are maintained and more sites added in the future with a growing population expected.

- 5.21.2 England Squash has invested into the local County Association, who in turn work closely with local clubs and leisure centres to deliver bespoke activity based around its participation programmes and campaigns. In comparison to other counties, the investment and impact of the County Association makes Dover an area of interest for future delivery and squash participation. The specific demographic of the population lends itself to squash participation. Kent is a highly proactive and well-respected county with a strong interest in the work of England Squash. As such they should be considered as priority in order to develop squash in the area

Summary

- There are six sites with squash court provision in the District, with 11 courts in total, which are provided by local authority, commercial and educational establishments.
- Courts at The Duke of York's Military School are not available on a pay and play basis. These courts are currently only available to private members and for limited use by sports clubs and community associations. The remaining courts are available on a pay and play basis.
- The demand for squash courts has been falling in recent years but England Squash believes the existing courts should be retained and that there is potential for growth in squash participation across the district.

Implications for Strategy

- 5.21.3 Dover District has approx. 11 courts across 5 squash venues. Squash England comment that the recommended number of courts should meet its national requirement of 1 court per 10,000 people. Currently the district provides 1 court per 10,200 people, so is meeting this standard. It should be noted more investment is required to maintain the standard of courts, ensure positive user experience. A growing population may generate a need for further courts in the future.
- 5.21.4 If court provision is reduced this would have a negative impact on squash and current users may find it difficult to secure bookings at alternative sites during peak times. Improved access to courts at Duke Of York's Military School may be a possible solution to increasing capacity in the district.

5.22 Indoor Tennis

- 5.22.1 Indoor tennis courts are completely covered by a roof. There are three main types of indoor court structure; air-supported structures, fabric frame structures and rigid frame buildings.

5.23 Supply

Quantity

- 5.23.1 Tides Leisure Centre (four courts) is the only facility in the District with indoor tennis courts. The courts are available on a pay and play basis and are owned by the Council and managed by a trust. There has been no change in provision since completion of the previous strategy in 2015.

Supply information for indoor tennis

Site Name	Courts	Surface type	Access Type	Ownership Type	Year Built
TIDES LEISURE CENTRE	4	Acrylic	Pay and Play	Local Authority	2011

Accessibility

- 5.23.2 Tides offers a range of recreational sessions that are available to the general public, as well as club, coaching and development use.
- 5.23.3 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision. The normal acceptable standard would be to apply a 20-minute drive time catchment for indoor tennis facilities within the District. The map shows that most residents can access an indoor tennis court in a 20-minute drive time.

Community accessible indoor tennis, 20-minutes' drive time catchment



- 5.23.4 The projected population increase in the district is likely to increase the level of demand for indoor tennis.

5.24 Demand

- 5.24.1 Sport England’s Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows a decrease in the number of people regularly participating in tennis, with

a fall of 18% over the three year period. It should be noted that this is tennis as a whole and not specifically those playing tennis on indoor courts.

- 5.24.2 Despite this downward national trend, indoor tennis courts at Tides are extremely well used. The four courts are used extensively by recreational, club and elite players and has been identified by The LTA as having the potential for achieving LTA Performance Centre accreditation, which will attract more players to the centre due to improved facilities and the presence of the best coaches.

Consultation

- 5.24.3 A recent study undertaken by the LTA mapped the best locations for new indoor tennis facilities based upon existing provision of facilities. The nearest location to be identified as being a gap in the market was Thanet. Dover District was not initially recognised as an area of high priority due to the level of provision at existing facilities at Tides Leisure Centre and Canterbury Indoor Tennis Centre.

5.25 Summary

- Tides Leisure Centre (four courts) is the only facility in the District with indoor tennis courts. The courts are available on a pay and play basis and are owned by the Council and managed by an external operator.
- The four courts are used extensively by recreational, club and elite players. The District has not been recognised as an area of high priority for new development, by the LTA, due to existing facilities in Deal and nearby Canterbury. The indoor tennis courts at Tides Leisure Centre should be retained.

Implications for Strategy

- 5.25.1 Due to the existing facilities in Deal and nearby Canterbury, Dover District is not identified by the LTA as having a lack in provision. Indoor tennis courts at Tides Leisure Centre should be retained.

5.26 Dance/Aerobic Studios

- 5.26.1 Dance/aerobic studios are areas that provide a multi-purpose space, accommodating a wide range of activities for movement and exercise. Typically dance/aerobic studios are located at leisure centres and schools, to supplement Health and Fitness provision. However, general purpose spaces at village halls and community centres can also provide the community with (more restricted) spaces for sporting activities and exercise classes.

5.27 Supply

Quantity

- 5.27.1 There are 12 dance/aerobic studios (recognised by Sport England Active Places) available for community use (on a pay and play basis or via registered membership) in the District. These are located at sites owned by a mix of the local authority, education and commercial providers. In addition, there are 42 general purpose spaces at village halls and community centres throughout in the District.

Supply information for studios

Site Name	Area	Studios	Access Type	Ownership Type	Year Built
ASTOR COLLEGE FOR THE ARTS	144	1	Private Use	Academies	2004
AYLESHAM WELFARE LEISURE CENTRE	100	1	Pay and Play	Commercial	2010
BAYPOINT LEISURE	176	1	Pay and Play	Commercial	2003
DOVER DISTRICT LEISURE CENTRE	128	3	Pay and Play	Local Authority	2019
FITNESS CONNECTION (SANDWICH)	35	1	Registered Membership use	Commercial	1988
GOODWIN ACADEMY	105	1	Private Use	Academies	2001
SANDWICH LEISURE CENTRE	225, 120 & 100	3	Pay and Play	Academies	1991
THE WEIGHTS ROOM UK LTD	100	1	Pay and Play	Commercial	2013

Supply information for general purpose spaces at village halls and community centres

Facility/Parish Council	Examples of activities space is utilised for
Alkham Village Hall	Event Hire
Astor Yoga, Deal	Yoga
Ash Village Hall	Dance
Aycliffe Town Hall	Event Hire
Aylesham and District Community Workshop Trust	Event Hire
Bechange, Alyesham	Event Hire
Beddow Academy, Dover	Dance
Buckland Community Centre, Dover	Tai Chi, Yoga, Zumba and Event Hire
Capel-le-Ferne Village Hall	Dance, Drama, Club Meetings
Carol Jenkins Dance School, Dover	Dance
Clarendon and Westbury Halls	Event Hire
Curzon Hall Community Centre, Dover	Community Space
Deal Welfare Club and Social Institute Club	Live bands, bingo, snooker
Deal Adult Education Centre	Exercise Classes
Denton With Wootton Parish Hall	Event Hire
Dover Community Association	Event Hire
Eastry Village Hall	Event Hire
Eclipse Yoga Centre, Dover	Yoga
Elvington Community Centre	Event Hire
Goodnestone Village Hall	Event Hire
Great Mongeham Parish Hall	Event Hire
Guildhall Sandwich	Weddings
Hougham Without Village Hall	Event Hire
Kingsdown Village Hall	Event Hire
Kings Hall, Dover	Dance, Cheerleading
Landmark Centre, Deal	Event Hire
Langdon Village Hall	Event Hire

Facility/Parish Council	Examples of activities space is utilised for
Lydden Village Hall, Lydden Parish Council	Karate, parties
Nonnington Village Hall	Event Hire
Northbourne Parish Hall	Event Hire
Old Park Community Centre, Whitfield	Event Hire
Phoenix Centre, Sandwich	Karate, Yoga, Dance
Ringwould Village Hall	Weddings and birthday events
Ripple Parish Council Village Hall	Event Hire
River Village Hall, Dover	Event Hire
Shepherdswell Village Hall	Zumba, Tango Dancing, Bridge
Sholden Village Hall	Event Hire
St George's Hall, Deal	Event Venue
St John's Hall, Dover	Event Hire
St Margaret's Hall, St Margarets-at-Cliffe	Wedding Receptions, Conferences
St Richard's Church Centre, Dover	Event Venue
Staple Village Hall	Event Hire
Temple Ewell Village Hall	Drama
The Ark, Dover	Conference Space, Choir
The Buckland Community Centre, Dover	Event Hire
Tilmanstone Village Hall	Exercise Classes
Triangles Community Centre, Dover	Children's Community Centre
Walmer Parish Hall	Event Hire
Whitfield Parish Council	'Fitness is Fun' classes and junior football
Whitfield Village Hall	Dance, Event Hire
Wingham Village Hall	Dance, Event Hire
Woodnesborough Village Hall	Event Hire
Worth Parish Council, Deal	Event Hire

5.28 Planned Developments

5.28.1 Feasibility work is still progressing, however initial options for consideration by DDC include the provision of 1 or 2 aerobic/dance studios and a dedicated spin studio at a new Tides Leisure Centre.

5.29 Accessibility

5.29.1 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision. The normal acceptable standard would be to apply a 20-minute drive time catchment for studio facilities. The following map shows that all residents in the District can access a dance/aerobic studio within a 20-minute drive time.

Community accessible studios, 20-minutes' drive time catchment



5.29.2 The expected population increase in the district is likely to increase the level of demand for studios, and supports the provision of new studio facilities at Tides Leisure Centre in Deal.

5.30 Demand

5.30.1 Sport England's Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows an increase in the number of people regularly participating in fitness classes up 5% and gym sessions by 11% over the three year period.

5.31 Consultation

5.31.1 All Town and Parish councils in the District were sent a survey. The majority of town and parish councils believe there is a need for more sports halls and flexible activity halls in their local area to meet the needs of the community.

5.31.2 There is increasing popularity in community, classed based activities in local areas, and a number of village halls and community centres are being utilised to accommodate the increased demand for classes.

5.32 Summary

- There are 12 dance/aerobic studios (recognised by Sport England Active Places) available for community use (on a pay and play basis or via registered membership) in the District. There are also 42 general purpose spaces at village halls and community centres in the District. These spaces are key in facilitating local delivery of class-based activities.

- The majority of town and parish councils believe there is a need for more sports halls and flexible activity halls in their local area to meet the needs of the community.
- Feasibility work is still progressing, however the findings from this strategy support initial options for consideration by DDC, which include the provision of 1 or 2 aerobic/dance studios and a dedicated spin studio at a new Tides Leisure Centre.

Implications for Strategy

5.32.1 There is a requirement to increase the level of provision of dedicated multi-purpose studio space within the District and maintain access to general purpose spaces at village halls and community centres. The Council should support development of new community accessible dance and activity studios, where these are viable and particularly where they complement a wider health and fitness offer. The findings from this strategy support initial options for consideration by DDC, which include the provision of 1 or 2 aerobic/dance studios and a dedicated spin studio at a new Tides Leisure Centre.

5.33 Gymnastics

5.33.1 Gymnastics requires a diverse range of specification of facility depending upon the disciplines/activities being run. A “dedicated gymnastics centre” can be defined as a facility for the sole use and purpose of gymnastics. Such facilities can be “free standing” single buildings, or part of a larger complex, such as a school or leisure centre. A dedicated facility is one that is purpose built and dedicated for gymnastics use with equipment permanently laid out.

5.33.2 A “non-dedicated gymnastics centre” is defined as a multi-use facility such as sports halls at a school or leisure centre. Gymnastics clubs generally require access to good standard sports halls that have provision for storage of equipment, particularly for trampoline and low level gymnastic equipment and matting.

5.34 Supply

Quantity

5.34.1 There are two dedicated gymnastics facilities and two non-dedicated facilities, located at Dover District Leisure Centre and Tides Leisure Centre.

5.34.2 Dover Gym Club is based at a converted warehouse in Poulton Close in Dover. Deal Gym Club has a dedicated permanent facility in the centre of Deal. Other clubs and organisations use Dover District Leisure Centre and Tides Leisure Centre.

Supply information for gymnastics facilities

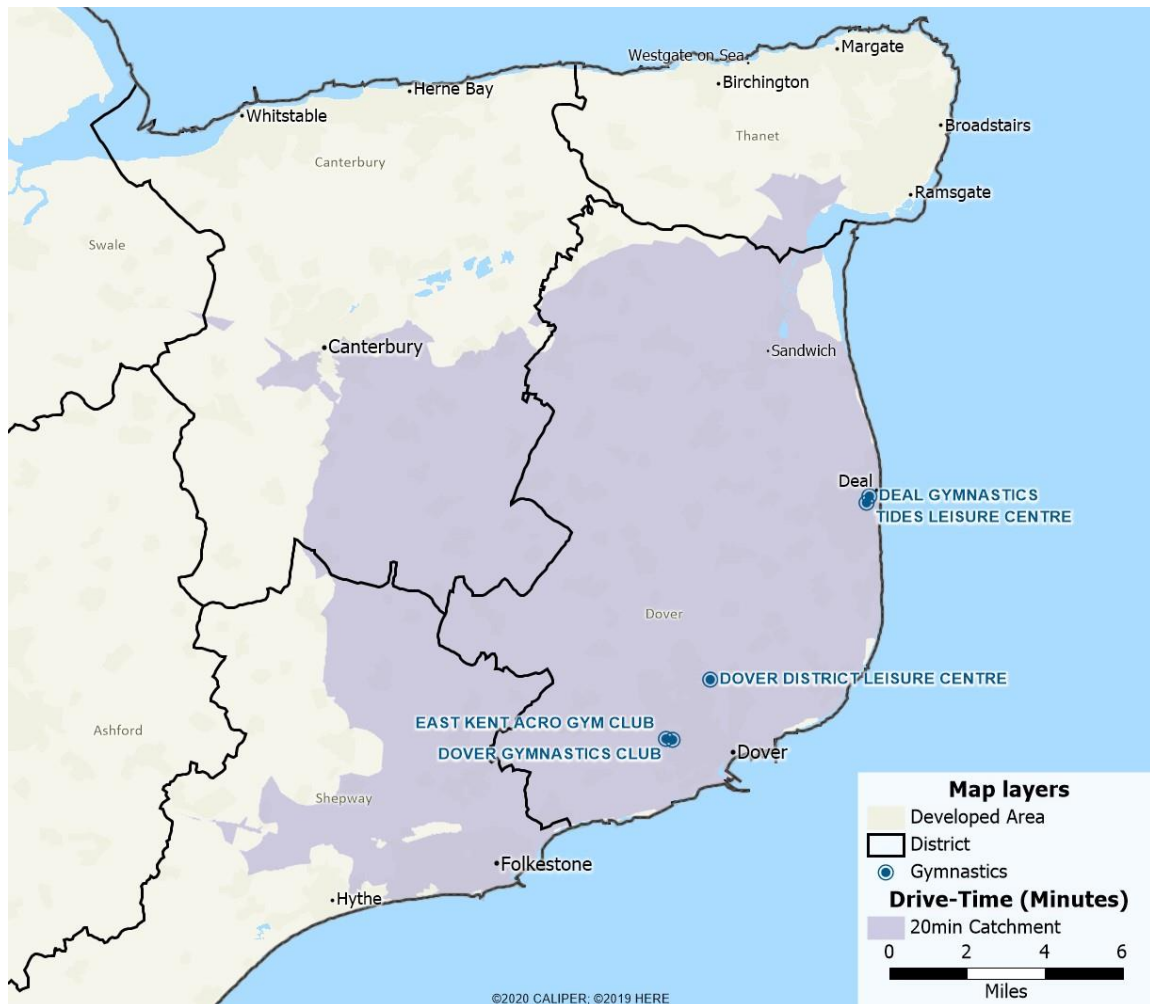
Site Name	Access Type	Ownership Type
DOVER GYMNASTICS CLUB	Registered membership use	Sports Club
DOVER DISTRICT LEISURE CENTRE	Pay and Play	Local Authority
TIDES LEISURE CENTRE	Pay and Play	Local Authority
DEAL GYMNASTICS	Registered membership use	Sports Club

Accessibility

5.34.3 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision. The normal acceptable standard is to apply a 20-minute drive time catchment for gymnastics facilities in the District. The following map

shows that all residents in the District can access gymnastics facilities within a 20-minute drive time.

Community accessible gymnastics centres, 20-minutes' drive time catchment



5.35 Demand

- 5.35.1 Sport England's Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows a decrease in the number of people regularly participating in gymnastics, with a fall of 21% over the three year period.
- 5.35.2 The clubs affiliated to British Gymnastics currently operating in the District are Dover Gym Club, East Kent Acro Gym Club and Deal Gym Club. Aire Trampoline Club and DC Diamonds use leisure centres, community halls and school facilities. The expected population increase Dover District is likely to increase the level of demand for gymnastics facilities.

5.36 Consultation

- 5.36.1 The clubs that responded to consultation, highlighted the need to retain access to existing facilities and to secure long term dedicated facilities in some instances. All clubs see the demand remaining at similar or rising in the future, supporting the need for more access to facilities to meet demand.
- 5.36.2 British Gymnastics is keen to see more access to sports halls becoming available for clubs, or for existing centres to be improved to increase the capacity of existing clubs. Following on from this, British Gymnastics is aiming to increase the provision of

dedicated gymnastic spaces, providing facilities that allow permanent gym equipment to be set up. It has new funding initiative in place to assist clubs with this.

- 5.36.3 There is a trend for gymnastics clubs to move into their own dedicated facilities. British Gymnastics expect this trend to continue, with an increased amount of clubs moving their activities to dedicated spaces/facilities. Currently, hiring a facility presents a problem for clubs if they do not have a long-term arrangement. Facilities being hired from schools or colleges mean that usage is subject to the facilities not being used for other things or being inaccessible during academic holidays for example. It is therefore important that gymnastics clubs develop long term plans that enable them to develop.

5.37 Summary

- There are five gymnastics clubs in the District. These are Dover Gym Club, East Kent Acro Gym Club and Deal Gym Club. Aire Trampoline Club and DC Diamonds use leisure centres, community halls and school facilities for their activities. The expected population increase Dover District is likely to increase the level of demand for gymnastics facilities.
- The clubs that responded to consultation, highlighted the need to retain access to existing facilities and to secure long term dedicated facilities in some instances. All clubs see the demand remaining at similar or rising in the future, supporting the need for more access to facilities to meet demand. This is supported by comments from British Gymnastics.

Implications for Strategy

- 5.37.1 There is a requirement to investigate options for the development of a new dedicated gymnastics facilities in the District. There is understood to be unmet demand for membership of the clubs in the district. However, it should be noted that these facilities can be developed as financially viable organisations. Therefore, gymnastics should continue to be supported by access to community and educational sports halls while clubs looking for dedicated facilities are supported in doing so.

5.38 Boxing and Martial Arts

- 5.38.1 Boxing and martial arts require a range of facility spaces, depending upon the disciplines being run. A “dedicated boxing or martial arts centre” can be defined as a facility for the sole use and purpose of hosting boxing or martial arts. Buildings used by the clubs in the district range from standalone commercial buildings, schools, community centres and leisure centres.

5.39 Supply

Quantity

- 5.39.1 There are two dedicated boxing and martial arts facilities, both located in commercial facilities in Deal. Other clubs are reliant on use of education, community and leisure centre sites. A summary of the clubs and the type of spaces they use are contained in the following table.

Supply information for boxing and martial arts

Site Name	Facility Type
GENRYUKAN AIKIDO	Clarendon & Westbury Community Centre
EVOLUTION BOXING GYM (DEAL Welfare Club)	Commercial Gym
THE ELITE COMBAT TAEKWONDO ASSOCIATION	Astor College for the Arts
DOVER DISTRICT LEISURE CENTRE (IKK Karate East Kent)	Local Authority Leisure Centre
WHITFIELD AND ASPEN SCHOOL (IKK Karate East Kent)	Whitfield and Aspen School
SANDWICH LEISURE CENTRE (Sandwich Karate and Martial Arts Club)	Sandwich Leisure Centre
SANDWICH TECHNOLOGY SCHOOL (IKK Sandwich Karate and Martial Arts Club)	Sandwich Technology School
BUSTERS GYM DOVER	Commercial Gym
INVICTA MARTIAL ARTS	Commercial Gym

Accessibility

5.39.2 Appropriate drive time accessibility standards can be applied to indoor sports provision to determine deficiencies in provision. The normal acceptable standard is to apply a 20-minute drive time catchment for gymnastics facilities in the District. The map below shows that all residents in the District can access boxing and martial arts facilities within a 20-minute drive time.

Community boxing and martial arts centres, 20-minutes' drive time catchment



5.40 Demand

- 5.40.1 Sport England's Active Lives Survey data, from November 2016 - November 2019 (pre-COVID), shows an increase in the number of people regularly participating in boxing, with an increase of 13% over the three year period. Martial arts have increased 19%.
- 5.40.2 The expected population increase Dover District is likely to increase the level of demand for boxing and martial arts facilities.

5.41 Consultation

- 5.41.1 No consultation responses were received from boxing and martial arts clubs in the district. However England Boxing responded and commented that facility supply is insufficient at present and that demand for boxing & related facilities outstrips supply by a large amount. It suggests that 2 or 3 dedicated facilities are required, as well as access to multipurpose hall/studio spaces. They highlighted that Deal Amateur Boxing Club is in need of a venue, as they currently train at Evolution Gym in Deal. England Boxing also suggested that it has seen growth of 10% per annum in recent years and it expects that to continue.

5.42 Summary

- There are a number of clubs in the district using a variety community leisure facilities and standalone facilities. The location of these clubs provides a good geographic spread across the district, giving good accessibility to residents.
- Demand is expected to continue to grow in the future and generating a need for potentially more facilities for clubs to use.

Implications for Strategy

- 5.42.1 There is a requirement to investigate options for the development of new dedicated boxing and martial arts facilities in the District. There is understood to be unmet demand in the district, with strong growth in membership in recent years. Boxing and martial arts clubs looking for dedicated facilities should be supported in doing so, as well as being provided access to suitable community halls and studios to support their activities.

6 INDOOR SPORTS FACILITY STRATEGY

6.1 Introduction

- 6.1.1 The purpose of this strategy and action plan is to provide an indoor sports facility strategy document and a prioritised and timeline action plan for the District, which incorporates the key findings from the needs assessment. It includes a long-term view to 2040, and makes recommendations to inform decisions on future facility investment. It contains substantial proposals for new leisure and recreation facilities.
- 6.1.2 The strategy will form part of the evidence base for providing indoor sports facilities, to support DDC's Local Plan and Infrastructure Delivery Plan, and will be referenced as a basis for securing external investment, either from development contributions, government grants or other sources. It will also ensure that as and when funding is available, investment decisions affecting the local sports infrastructure of the District are co-ordinated and planned by DDC and its partners, with reference to strategic need and the needs assessment work included in this document.
- 6.1.3 DDC cannot guarantee that facility improvements contained in this strategy will be provided, the aim of the strategy is to prioritise the project to direct future investment and so that money that is available can be used to best benefit.

6.2 Developing the strategy

- 6.2.1 This strategy is based on a considerable amount of background research work regarding the future needs for sport and recreation provision. It has been developed using a number of recognised sports facility planning tools and a wide ranging consultation with relevant stakeholders.
- 6.2.2 A project steering group was formed comprising representatives from DDC. This steering group was responsible for establishing the brief and for the check and challenge of the strategy during its development.
- 6.2.3 Recommended facility planning tools were applied, including Sport England's Active Places and Active Lives. The strategy is also informed by analysis of the results of Sport England Facility Planning Model for Sports Halls and Swimming Pools. These reports were commissioned specifically for this purpose.
- 6.2.4 Consultation was conducted with over 60 individuals and organisations, including facility users, clubs, facility operators, council officers and National Governing Bodies of Sport.
- 6.2.5 A comprehensive audit of provision in the District was completed. The audit provides a snapshot of the situation at that time and sites were reviewed on a like for like basis on their ability to provide for any increase in participation. A range of elements including accessibility, service provision, catchment (travel time) and affordability were assessed. Facilities were also graded dependant on their catchment and composition as strategic facilities, District wide facilities or local facilities.
- 6.2.6 Consultation and research is fundamental to the validity of the strategy and key stakeholders and partners were consulted during the drafting stages (as set out in Appendix 1) in addition to a comprehensive audit of facilities. Further targeted and public consultation was held between 18th July and 30th September 2022. The consultation was advertised in local newspapers, via social media and alerts were sent to everyone who had registered an interest in leisure projects through the Council's 'Keep Me Posted' initiative. In addition, a total of around 1,500 consultees were directly invited to comment, including members of parish and town councils, local community groups and schools, leisure providers and sports clubs, and also all consultees registered to the Local Plan

consultation portal. The draft document was available to view on the Council's website throughout the consultation period.

6.2.7 **Action Plan**

6.2.8 This strategy and action plan has been commissioned, by DDC, on behalf of all leisure stakeholders in the District but it is recognised that the recommendations and actions cannot be delivered by the Council alone. DDC is only one stakeholder in the District and has limited resources, in terms of officer support and funding. All partners involved in indoor sports provision, whether public, private or voluntary will need to work together to take the strategy through to implementation. The relevant stakeholders have been identified in the Action Plan, and include:

- Dover District Council
- Kent County Council
- schools and colleges
- sports clubs
- facility operators
- National Governing Bodies of Sport (NGBs)
- other commercial providers.

6.2.9 The following action plan has been developed to address a number of strategic priorities, identified during the study, and the needs identified for each facility type reviewed. The actions are set out under the following headings:

- Sports halls
- Other activity halls (flexible indoor space with space for at least one court, if used for sport)
- Indoor swimming pools
- Health & fitness suites
- Indoor bowls
- Dance/aerobic studios
- Indoor tennis courts
- Squash and racquetball courts
- Gymnastics
- Boxing and martial arts.

6.2.10 The actions have been identified in the Action Plan, as well as target timescales for completion. The timescales allocated are short (1 to 2 years) medium (3 to 5 years) and long term (5 to 10 years) priorities.

6.2.11 An equality impact assessment of this strategy shows that delivery of strategic priorities could have a significant impact on groups with protected characteristics, as defined in the 2010 Equality Act. Consultation with representatives of protected groups should be undertaken when developing projects such as a proposed replacement for Tides Leisure Centre in order to identify whether needs of people with protected characteristics are being met and whether specific actions are required to encourage people with protected characteristics to participate in activities where their participation is disproportionately low.

6.3 General Strategic Priorities

6.3.1 The following table contains a list of the general strategic priorities identified through completion of this study. The actions required to deliver them, the objectives that each would contribute towards, the implementing partners and the timescales (short, medium, long term and ongoing).

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
1	Avoid, where possible, the loss of strategically valuable sports facilities that are available for community use or could contribute to meeting future community needs, unless replaced by equivalent or better provision, in terms of quantity and quality, in a suitable location.	<ul style="list-style-type: none"> Continue to review plans for developments involving strategically valuable sports facilities. Ensure any loss in provision is replaced by equivalent or better provision, in line with the relevant Local Plan Policy. 	DDC	Ongoing
2	Utilise strategically valuable sites and investigate options to maximise revenue generation from facilities.	<ul style="list-style-type: none"> DDC will require additional officer resource to provide oversight to work with stakeholders Work with leisure stakeholders to better understand the operation of strategically valuable facilities, in order to investigate options to maximise revenue generation from existing facilities. 	DDC Facility operators Sports clubs	Short
3	Progress with proposals to investigate options for the replacement of Tides Leisure Centre.	<ul style="list-style-type: none"> Commission detailed feasibility and site investigation studies required to further develop the preferred option for the replacement of Tides Leisure Centre. Subject to the findings of the detailed feasibility study, and dependant on the project being affordable and financially viable, proceed with the development of a new leisure centre, which should include a swimming offer to complement that of Dover District Leisure Centre, as opposed to competing with it. 	DDC NGBs	Short / Medium
4	Investigate opportunities to reduce carbon consumption at leisure facilities, in line with DDC's 2030 Net Zero Carbon targets.	<ul style="list-style-type: none"> Investigate and implement opportunities to reduce carbon consumption at leisure facilities owned by DDC and provide advice and support to encourage other facility operators to explore opportunities for carbon reduction at their sites. 	DDC Facility operators Sports clubs	Short / Medium
5	Ensure that accessibility of new facilities is considered	<ul style="list-style-type: none"> Accessibility should be fully considered when locating and designing new community sports facilities, including accessibility via public transport and fully inclusive and accessible design standards. 	DDC Facility operators Sports clubs	Short / Medium

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
6	Protect and enhance community use of sports facilities on educational sites, where required.	<ul style="list-style-type: none"> Promote partnership working between schools, Council and other facility operators in the district to develop community use and maximise utilisation of existing facilities. DDC will require additional officer resource to work with stakeholders 	DDC Schools and colleges	Short
7	Ensure that sports facility charges are reasonable in terms of affordability to residents and are comparable with similar facilities elsewhere.	<ul style="list-style-type: none"> Keep community accessible sports facility charges under review and benchmark against nearest neighbour authorities. DDC will require additional officer resource to work with stakeholders 	Facility operators Schools, colleges and academies	Short
8	Encourage stakeholders to work together to try and increase the levels of community access to sites. Stakeholders should include Council departments, health agencies, facility operators, education providers, NGBs, and local sports clubs to expand the range of affordable and accessible facilities for both residents and visitors to Dover.	<ul style="list-style-type: none"> Council to continue an open dialogue with stakeholders and partners to support them, where possible, in maintaining and improving the range of affordable and accessible facilities in the district. DDC will require additional officer resource to work with stakeholders 	DDC Key Stakeholders	Short and ongoing
9	Support where possible stakeholders developing new indoor facilities.	<ul style="list-style-type: none"> Advise on needs analysis and project sustainability DDC will require additional officer resource to work with stakeholders 	DDC KCC NGBs	
10	Ensure, as far as possible, that any new sports facilities, provided as part of future educational provision in Dover, are designed for curricular, extra-curricular, community and sports development use and that opportunities for community use out of school hours is secured.	<ul style="list-style-type: none"> Encourage any proposals for school sports facilities in the District to have appropriate facilities to enable community use e.g. external lighting, car parking and changing. 	DDC Schools, colleges and academies	Ongoing

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
11	Ensure that new developments (e.g. residential, commercial and retail) contribute towards the development and enhancement of sports facilities to meet identified needs, priority being given to projects identified in this Strategy.	<ul style="list-style-type: none"> Develop costed facility priorities and incorporate these into the District's Infrastructure Delivery Plan. These are likely to be proposals that come forward from site owners/operators that are seeking to develop facilities. DDC will require additional officer resource to cost proposals and prioritise. 	DDC Stakeholders	Ongoing
12	Explore opportunities for collaborative working between neighbouring authorities to maximise cross-boundary usage.	<ul style="list-style-type: none"> Maintain and develop good relationships with officers at Canterbury City Council (CCC), Thanet District Council (TDC) and Folkestone & Hythe District Council (SDC) to ensure that cross boundary issues and opportunities are considered for the benefit of all neighbouring authorities and their communities. 	CCC TDC FHDC	Ongoing
13	Contribute towards addressing specific issues relating to the district's demographic profile.	<ul style="list-style-type: none"> To ensure that planned facilities are designed in such a way that they can assist stakeholders in addressing the district's high rate of obesity levels in children, ensure appropriate provision for the ageing population and can contribute to improving levels of sports participation. 	DDC Stakeholders	Ongoing
14	Use indoor sport and leisure facilities to improve levels of physical activity in the whole population and reduce the gap in health inequalities by promoting access and engagement with at risk groups.	<ul style="list-style-type: none"> Focus on programming and pricing to proactively engage people experiencing health and social inequality, including people on low incomes, income support, in social housing and with higher levels of benefit need. 	DDC Stakeholders Facility operators	Ongoing

6.4 Strategic Priorities by Facility Type

6.4.1 The strategic priorities by facility type are listed in the following tables. These priorities are linked to the outcome of the needs assessment work, summarised in the previous sections of this strategy. Reference is also made to the findings from the new leisure centre options appraisal and feasibility study for the development of a replacement Tides Leisure Centre. This is contained in a separate report, which was completed in parallel with this strategy.

6.5 Swimming Pool Priorities

6.5.1 Dover District currently provides 10m² water space per 1,000 population. This compares to a southeast average of 13m² and a national average of 12m². The Council should continue to support and investigate proposals for new swimming pool provision, in order to address the deficit in swimming pool water space in the District up to 2040 equivalent to an additional 6 lane 25m pool.

6.5.2 A feasibility and options appraisal study for the potential improvement and replacement of the existing Tides Leisure Centre is being undertaken. The study is still progressing, however initial options include a 4 or 6 lane 25m main pool and replacement leisure water. This would add a 25m pool in place of the existing leisure water only offer currently at the site, which does not currently provide adequately for lane swimming. The option of a 6 lane 25m pool, as part of a replacement pool at Tides, would best meet the projected future needs of the district, however any new provision must be affordable and sustainable.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
15	Progress proposals for the development of a new swimming pool and health and fitness offer at Tides Leisure Centre to address unmet demand for swimming facilities across the district. This will replace the existing leisure pool at Tides Leisure Centre.	<ul style="list-style-type: none"> The following new swimming facilities have been recommended in the options appraisal and feasibility study for the development of leisure centres across the district: <ul style="list-style-type: none"> A 4 or 6 lane 25m main pool Leisure water Commission detailed feasibility and site investigation studies required to further develop the preferred option for the replacement of Tides Leisure Centre. Subject to the findings of the detailed feasibility study, and dependant on the project being affordable and financially viable, proceed with the development of a new leisure centre. 	DDC	Short / Medium
16	Work with operators of swimming pools where community access is currently limited.	<ul style="list-style-type: none"> Continue to work with Duke of York's Royal Military School to further increase community use of its swimming pool during school holidays. 	DDC Schools Sports clubs	Short / Medium

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
		<ul style="list-style-type: none"> Investigate whether Balance Spa and Health Club would offer access on a 'pay and play' basis and/or allow club bookings, to increase community usage. The amount of additional community access will need to be investigated further following more detailed discussions with operators. It is likely that the greatest benefit for the community will be if access can be agreed for peak times (evenings and weekends) when there is most pressure on pool space within the district. 		
17	Work with local swimming clubs and operators to ensure they have sufficient time and space to aid development of their club.	<ul style="list-style-type: none"> Support Dover Lifeguards, which require additional water space to meet the current/future needs of the club. These needs could be addressed by increased provision at the new Tides Leisure Centre and by increasing access to Duke of York's Royal Military School. 	DDC Facility operators Dover Life Guards NGBs	Short / Medium
18	Seek developer contributions to meet pool water deficiencies across the district.	<ul style="list-style-type: none"> DDC to work with developers to secure contributions to meet pool water deficiencies across the district, subject to feasibility, demonstrating need and financial viability, in the future. 	DDC Developers	Short / Medium

6.6 Sports Hall Priorities

- 6.6.1 Dover District currently provides 3.7 badminton courts per 10,000 population. This compares to a southeast average of 4.5 and a national average of 4.2. Demand is broadly being met within the district of Dover but at the expense of several facilities operating above the maximum comfort level of 80% used capacity. Therefore, where additional housing is being proposed it is likely to put further pressure on local sports halls and additional sports hall space may be required to meet that additional need.
- 6.6.2 On the basis of the results from the Sports Facility Calculator, additional sports hall capacity, or greater access to existing education sites, is likely to be required at Whitfield, Aylesham and Dover Town Centre. These planned developments will generate a combined need for additional sports hall space equivalent to 2.4 badminton courts. As a result these areas should be a focus for future sports hall provision subject to funding and affordability.
- 6.6.3 The opportunity to allocate Section 106 funding towards these developments should be investigated as and when the opportunities arise. Existing educational sites could provide additional access for community use to increase capacity, as currently many do not open for the full weekly peak period hours.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
19	Consider measures to utilise spare capacity at specific sports hall sites, especially school sites at peak times.	<ul style="list-style-type: none"> Engage with Duke of York's Royal Military School to offer more sports hall space during school holidays. Work with Dover College and Sir Roger Manwood's School to help achieve their aspirations of opening community access of sports hall space. Continue dialogue and explore with schools to help address additional needs arising from housing demand and in particular for indoor cricket league matches and pre-season indoor cricket training (Easter holiday) Utilise Sport England's 'Use Our School' toolkit and explore potential opportunities for external operators of school facilities. Inform schools of the different clubs that need space and are potential customers, making connections and links to give the schools confidence that there is a large market and high demand for their space. Sharing of information on agreements with clubs, likely costs for hire, maintenance and how they can promote themselves. 	DDC School identified Sports clubs identified NGBs	Short / Medium

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
20	Support and encourage, where possible, the development of new provision at Aylesham.	<ul style="list-style-type: none"> • Support initial plans for a 2 or 4 court mutli-purpose activity hall, subject to viability being demonstrated. • Assist in delivery of already secured developer contributions for new sports hall and facilities. 	DDC Aylesham Welfare Leisure Centre / Facility Operator KCC	Short / Medium

6.7 Health and Fitness Suite Priorities

6.7.1 The Council should support the development of new community accessible health and fitness facilities, where these are viable and supported by site specific latent demand analysis. The findings of latent demand reports completed for Tides Leisure Centre show that a significant level of latent demand exists for that site. Other potential areas for improved health and fitness facilities are Aylesham and Sandwich.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
21	Progress with proposals to develop an expanded health and fitness suite at the Tides Leisure Centre.	<ul style="list-style-type: none"> Current proposals include the development of a 110 station health and fitness suite, plus a 12 station toning suite 	DDC	Short / Medium
22	Support organisations planning the development or refurbishment of health and fitness suites.	<ul style="list-style-type: none"> Current proposals include redevelopment health and fitness provision at Tides Leisure and Indoor Tennis Centre. Encourage the development of new or extended health and fitness facilities where these complement to the range of sustainable facilities across the district. Organisations planning such developments should be encouraged to demonstrate that demand exists, to ensure new developments are sustainable and don't have an unnecessarily negative impact on existing providers. 	DDC Facility operators	Short / Medium

6.8 Indoor Bowls Priorities

6.8.1 Current provision across the district is meeting existing need. There is no requirement for additional indoor bowls provision in the District. The District does however have a growing ageing population and this could improve future trends in participation. There is a need to support Betteshanger Indoor Bowls Club in maintaining current levels of participation.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
23	Maintain existing indoor bowls facilities at Betteshanger Indoor Bowls Club	<ul style="list-style-type: none"> Support Betteshanger Indoor Bowls Club to continue to deliver indoor bowls. Bowls, in particular, provides a good activity for older members of the community or those with limited mobility. Support should focus on assisting the club in marketing their facilities to potential user groups, through existing channels, to help maintain and increase membership numbers. 	DDC Betteshanger Indoor Bowls Club NGB KCC	Ongoing

6.9 Squash & Racketball Court Priorities

- 6.9.1 Dover District has approx. 11 courts across 5 squash venues. Squash England comment that the recommended number of courts should meet its national requirement of 1 court per 10,000 people. Currently the district provides 1 court per 10,200 people, so is meeting this standard. It should be noted more investment is required to maintain the standard of courts, ensure positive user experience. A growing population may generate a need for further courts in the future.
- 6.9.2 If court provision is reduced this would have a negative impact on squash and current users may find it difficult to secure bookings at alternative sites during peak times. Improved access to courts at Duke Of York's Military School may be a possible solution to increasing capacity in the district.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
24	Protect current levels of squash court provision in the district.	<ul style="list-style-type: none"> DDC should encourage existing providers of squash & racketball courts to maintain provision to meet current and potential future demand for access to squash courts. 	DDC	Short / Medium
25	Redirect users of any lost squash courts to other nearby facilities and work with facility operators to support potential club use.	<ul style="list-style-type: none"> Continue to engage with Duke of York's Military School to work towards achieving extended accessibility arrangements for Dover Squash and Racketball Club, factoring in the safeguarding of children attending the school. 	DDC England Squash and Racketball Operators and users identified KCC	Medium/ long

6.10 Indoor Tennis Priorities

6.10.1 Due to the existing facilities in Deal and nearby Canterbury, Dover District is not identified by the LTA as having a lack in provision. Indoor tennis courts at Tides Leisure Centre should be retained.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
26	Support operators of Tides Leisure Centre to maintain quality of courts and maximise usage.	<ul style="list-style-type: none">Work with operators to ensure effective programming, collaborative withing with clubs and appropriate pricing in order to continue extensive club, community and elite player usage.	DDC LTA Operators and users identified	Ongoing

6.11 Aerobic/Dance Studio Priorities

6.11.1 There is a requirement to increase the level of provision of dedicated multi-purpose studio space within the District and maintain access to general purpose spaces at village halls and community centres. This is linked to the potential latent demand for health and fitness facilities, which also support the need for increased studio space for group exercise. The Council should support development of new community accessible dance and activity studios, where these are viable and particularly where they complement a wider health and fitness offer. The findings from this strategy support initial options for consideration by DDC, which include the provision of 1 or 2 aerobic/dance studios and a dedicated spin studio at a new Tides Leisure Centre, to complement the expanded health and fitness offer.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
27	Support organisations planning to provide new studio space that complements existing provision.	<ul style="list-style-type: none"> Support plans at Aylesham Welfare Leisure Centre, which include new studios within future development proposals. Feasibility work is still progressing, however initial options for consideration by DDC include the provision of 1-2 aerobic/dance studios and a dedicated spin studio at Tides Leisure and Indoor Tennis Centre. 	DDC Facility Owners Identified	Medium

6.12 Gymnastics Priorities

6.12.1 There is a requirement to investigate options for the development of a new dedicated gymnastics facilities in the District. There is unmet demand for membership of the clubs in the district due to existing waiting lists. However, it should be noted that these types of facilities can be developed as commercially viable businesses. Therefore, gymnastics should continue to be supported by access to community and educational sports halls, including DDC facilities at Dover District Leisure Centre and Tides Leisure Centre, while clubs looking for dedicated facilities are supported in doing so.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
28	Support clubs to investigate options to provide new gymnastics facility in Dover.	<ul style="list-style-type: none"> Work with Dover Gym Club and Deal Gym Club to identify new facilities to accommodate latent demand. This could include (depending on storage availability) utilising spare hall space at sports hall sites, including education sites. 	DDC British Gymnastics Dover Gym Club Deal Gym Club Facility Operators	Medium/ long

6.13 Boxing and Martial Arts Priorities

6.13.1 There is a requirement to investigate options for the development of new dedicated boxing and martial arts facilities in the District. There unmet demand in the district, with strong growth in club membership in recent years. Boxing and martial arts clubs looking for dedicated facilities should be supported in doing so, as well as being provided access to suitable community halls and studio spaces to support their activities.

ID	Strategic Priorities	Action Required	Implementing partners	Timescale
29	Support clubs to investigate options to provide new boxing and martial arts facilities in Dover.	<ul style="list-style-type: none"> Work with Clubs to identify new facilities to accommodate latent demand. This could include (depending on storage availability) utilising spare sports hall and studios space at leisure centres, community centres and education sites. 	DDC England Boxing Clubs Facility Operators	Medium/ long

7 OUTCOMES

7.1 Anticipated Outcomes

7.1.1 Delivery of the objectives contained in this strategy will result in the following outcomes being achieved:

- The loss of strategically valuable sports facilities, that are available for community use or could contribute to meeting future community needs, will be minimised. Any that are lost will be replaced by equivalent or better provision, in terms of quantity and quality, in a suitable location.
- Strategically valuable sites will be better utilised and options to maximise revenue generation from facilities will be investigated, to improve revenue generation and participation.
- Proposals for the improvement of facilities at Tides Leisure Centre will be progressed, leading to recommendations for improvements to the centre.
- Additional sports hall capacity, or greater access to existing education sites, will be investigated to support future housing development at Whitfield, Aylesham and Dover Town Centre, subject to funding and affordability.
- Opportunities for DDC to reduce carbon consumption and emissions from its centres will be investigated, in line with the Councils Climate Change Strategy.
- Community use of sports facilities on educational sites will be protected and enhanced where required.
- Sports facility charges should remain reasonable, in terms of affordability to residents, and be comparable with similar facilities elsewhere.
- Stakeholders will work together to increase the levels of community access to sites and to reduce inequalities. Stakeholders should include Council departments, health agencies, facility operators, education providers, NGBs, and local sports clubs to expand the range of affordable and accessible facilities for both residents and visitors to Dover.
- Stakeholders will be supported, where possible, in developing new indoor facilities.
- New sports facilities, provided as part of future educational provision in Dover, will be designed for curricular, extra-curricular, community and sports development use to ensure that opportunities for community use out of school hours is secured.
- New developments (e.g. residential, commercial and retail) will contribute towards the development and enhancement of sports facilities to meet identified needs with priority being given to projects identified in this Strategy.
- There will be collaborative working between neighbouring authorities to maximise cross-boundary usage.
- Specific issues relating to the district's demographic profile will be addressed. This will include using indoor sport and leisure facilities to improve levels of physical activity in the whole population and reduce the gap in health inequalities by promoting access and engagement with at risk groups.
- There will be increased engagement with representatives of protected and target groups when developing projects that provide new indoor sports facilities.

8 DELIVERY OF THE STRATEGY

8.1 Introduction

8.1.1 The delivery of this strategy is dependent upon the formation of close working partnerships to collectively enhance the operation and provision of indoor sports facilities in the District.

8.2 Funding

8.2.1 It is clear that the development of a new leisure centre in Deal will help to improve the quality of facilities in order to meet both current and future demand. Any leisure facility infrastructure improvements in the District will be reliant on securing funding. The current financial climate has placed pressure on the finances of all facility operators including local authorities.

8.2.2 The council will seek to work with others to use the indoor leisure assets in the District innovatively and a multi-agency approach is required to address the facility requirements in the strategy. The main funding delivery mechanisms for DDC and others in delivering the strategy are:

- **Council funding:** capital funding allocated to deliver facilities within DDC's ownership, and potentially the use of capital receipts from the sale of existing assets.
- **Capital Grant funding:** national agencies such as Sport England and Public Sector Decarbonisation Scheme
- **Third party funding:** Financing capital through the forecast operational surplus and finance packages as part of the leisure management procurement process or construction contracts.
- **Commercial sector funding:** limited potential for investment from commercial leisure operators such as those who provide health and fitness centres.
- **Planning Obligations:** Section 106 development contributions, CIL or any replacement.

8.3 Planning Obligations

8.3.1 Planning obligations are legal obligations entered into as part of a planning application to mitigate the impacts of a development proposal. Planning obligations are also commonly referred to as 'section 106', 's106', as well as 'developer contributions' or 'Community Infrastructure Levy' (CIL).

8.3.2 Section 106 agreements are legal agreements between developers and the local council linked to planning permissions, and this is the system that DDC currently uses to secure contributions. Section 106 agreements are needed when a development will have impacts on the local area that cannot be moderated by means of conditions attached to a planning

decision. For example, a new residential development can place extra pressure on the social, physical and/or economic infrastructure which already exists in a certain area.

- 8.3.3 A planning obligation will aim to balance the pressure created by the new development with improvements to the surrounding area ensuring that, where possible, the development would make a positive contribution to the local area and community.

8.4 Monitoring and Review

- 8.4.1 This strategy has been produced to enable the development of indoor sports facilities within the District to be provided for in a planned and co-ordinated way that meets the needs of the local population and addresses areas that could have the greatest future demand.

- 8.4.2 The strategy is based on the current known and planned facilities, but it will need to be reviewed periodically, particularly when there are significant changes in facility provision. The progress against the plan should be reviewed on an annual basis and the strategy and action plan should be updated, every 5 years, if there are any significant changes in order to ensure that the strategy requirements keep pace with changes in facility provision and the amount of growth planned for the District.

APPENDIX 1: LIST OF KEY STAKEHOLDERS

List of Key Stakeholders

Type of Organisation	Organisation Name
Facility Operators	Balance Spa & Health Club
Facility Operators	Baypoint Sports Club
Facility Operators	Dover Christ Church Academy
Facility Operators	Dover College
Facility Operators	Dover Grammar School for Boys
Facility Operators	Dover Grammar School for Girls
Facility Operators	Duke of York's Royal Military School
Facility Operators	Freedom Leisure Ltd
Facility Operators	Places for People Leisure
Facility Operators	Ripplevale School
Facility Operators	Sandwich Sport and Leisure Centre
Facility Operators	Sandwich Technology School Sports Centre
Facility Operators	Sir Roger Manwood's School
Facility Operators	Your Leisure Ltd
Facility Operators	Astor College for The Arts
Facility Operators	Betteshanger bowls
Facility Operators	Goodwins Academy
Facility Operators	Kingsdown Holiday Park
Facility Operators	Northbourne Park
Facility Operators	St Edmunds Catholic School
Facility Operators (no longer an operator)	Sandwich Sports & Leisure Trust/Club Sandwich
Facility Operators	Aylesham & Snowdown Social Welfare Scheme
National Governing Body	Badminton England
National Governing Body	British Gymnastics
National Governing Body	England Boxing
National Governing Body	England Netball
National Governing Body	English Indoor Bowling Association
National Governing Body	Good Day Programme
National Governing Body	Kent Badminton
National Governing Body	Kent County Cricket
National Governing Body	Kent Football Association
National Governing Body	Kent School Games
National Governing Body	Lawn Tennis Association
National Governing Body	Street Games
National Governing Body	Swim England
National Governing Body	The British Mountaineering Council
National Governing Body	Volleyball England/Invicta Volleyball
National Governing Body	Basketball England
National Governing Body	Boccia England
National Governing Body	British Judo
National Governing Body	British Taekwondo
National Governing Body	British Wheelchair Basketball
National Governing Body	Dover & District Boccia Sports Association
National Governing Body	Dover District School Games
National Governing Body	England Cricket Board

National Governing Body	England Fencing
National Governing Body	Exercise Movement & Dance Partnership (now EMD UK)
National Governing Body	Fencing
National Governing Body	Good Day Programme
National Governing Body	Kent County Volleyball Association
National Governing Body	Kent Squash and Racketball
National Governing Body	Table Tennis England
National Governing Body	Triathlon England
Neighbouring Authority	Canterbury
Neighbouring Authority	Thanet
Sports Clubs	Deal Gymnastics Club
Sports Clubs	Deal Town Rangers Youth Football Club
Sports Clubs	Deal Tri Swim Club
Sports Clubs	Deal Victoria & Barns Close Cricket Club
Sports Clubs	Dover Caste Archers
Sports Clubs	Dover Gymnastics Club
Sports Clubs	Dover Lifeguard Club
Sports Clubs	Dover Pirates Basketball Club
Sports Clubs	East Kent Acro Gymnastics Club
Sports Clubs	North Deal Community Company
Sports Clubs	River Bowls Club
Sports Clubs	Shepherdswell Cricket Club
Sports Clubs	Vista Twisters
Sports Clubs	Walmer Cricket Club
Sports Clubs	Walmer Lawn Tennis Club
Sports Clubs	Deal Squash Rackets Club
Sports Clubs	Deal, Walmer and Kingsdown Amateur Rowing Club
Sports Clubs	Dover Boxing Club
Sports Clubs	Dover Scorpions Badminton Club
Sports Clubs	Dover Squash & Racketball Club
Sports Clubs	Eastry Cricket Club
Sports Clubs	John Reeve Netball Club
Sports Clubs	Seido Karate Dover
Sports Clubs	South East Gulls Disability FC
Sports Clubs	Wingham Lawn Tennis Club
Sports Clubs	Bright Moon Tai Chi
Town and Parish Councils	Ash Parish Council
Town and Parish Councils	Aylesham Parish Council
Town and Parish Councils	Capel-Le-Ferne Parish Council
Town and Parish Councils	Deal Town Council
Town and Parish Councils	Dover Town Council
Town and Parish Councils	Eythorne Parish Council
Town and Parish Councils	Great Mongeham Parish Council
Town and Parish Councils	Ripple Parish Council
Town and Parish Councils	Sandwich Town Council
Town and Parish Councils	Sholden Parish Council
Town and Parish Councils	St Margaret's-At-Cliffe Parish Council
Town and Parish Councils	Walmer Parish Council
Town and Parish Councils	Whitfield Parish Council

Town and Parish Councils	Alkham Parish Council
Town and Parish Councils	Eastry Parish Council
Town and Parish Councils	Goodnestone Parish Council
Town and Parish Councils	Guston Parish Council
Town and Parish Councils	Hougham Without Parish Council
Town and Parish Councils	Langdon Parish Council
Town and Parish Councils	Lydden Parish Council
Town and Parish Councils	Nonington Parish Council
Town and Parish Councils	Northbourne Parish Council
Town and Parish Councils	Preston Parish Council
Town and Parish Councils	Ringwould with Kingsdown Parish Council
Town and Parish Councils	River Parish Council
Town and Parish Councils	Sheperdswell with Coldred Parish Council
Town and Parish Councils	Staple Parish Council
Town and Parish Councils	Stourmouth Parish Council
Town and Parish Councils	Sutton-By-Dover Parish Council
Town and Parish Councils	Temple Ewell Parish Council
Town and Parish Councils	Tilmanstone Parish Council
Town and Parish Councils	Wingham Parish Council
Town and Parish Councils	Woodnesborough Parish Council
Town and Parish Councils	Worth Parish Council
Town and Parish Councils	Denton With Wooten Parish Council

Those organisations that did not respond to consultation are in bold type.