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strategic leisure



Feasibility Study for a Replacement Leisure Centre

Hart District Council

Prepared by Strategic Leisure / URS / Scott Wilson Ltd

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1. Executive Summary

Introduction

- 1.1 Strategic Leisure (SL), (part of the URS/Scott Wilson Group) was appointed by Hart District Council (HDC) in November 2010 to undertake a review of potential options for the development of a replacement Hart Leisure Centre in Fleet.
- 1.2 Hart Leisure Centre is immediately adjacent to Calthorpe Park School. The school has agreed financial and organisational measures to allow shared use of Hart Leisure Centre. HDC and its staff are responsible for the day to day management of the Hart Leisure Centre and facilities when in use by the public and the school. Calthorpe Park School teachers are responsible for the supervision and safety of its pupils when using the facilities.
- 1.3 HDC is looking at an increase in supply of 4400 new homes over the period 2006 – 2028. Given current demand, there is already identified pressure on the existing Hart Leisure Centre with the pool reaching programmed capacity and waiting lists for swimming lessons. This pressure will increase as new houses are built in Hart and the immediate surrounding areas. There is also a need for increased secondary school places and this will mean the need to expand provision on a local secondary school site.
- 1.4 The Leisure and education needs of the community identified above could be met, by providing a new Hart Leisure Centre on land opposite the existing Hart Leisure Centre, to replace the existing facility. This would then allow the current Hart Leisure Centre to be used for the expansion of the secondary school.

Study Purpose

- 1.5 The purpose of this study is to:
 - **Justify the need for a replacement Leisure Centre in Hart**
 - **Provide a potential facility mix which could be delivered at a new facility**
 - **Identify the total procurement costs of new replacement Leisure Centre in Hart**
 - **Estimate the land take required for a new replacement Leisure Centre**
 - **Identify the procurement and construction period assuming no overt landscape problems**

Demographic Review

- 1.6 Hart District covers an area of approximately 21,500 hectares (83 sq. miles) and is situated in north-east Hampshire, bordering both Surrey and Berkshire. The main centres of population are in the north and east, with the area being characterised by its wide variety of largely rural landscapes.
- 1.7 The main towns are Fleet and Church Crookham, Blackwater and Hawley, and Yateley. Hook, Odiham, Crondall and Hartley Wintney are the larger villages in the district whilst other settlements are mainly small, dispersed villages and hamlets.
- 1.8 Fleet is the largest administrative, retail and commercial centre within Hart District. The town has some important open spaces, including the Canal and Fleet Pond. Access to its facilities, some of which are peripheral to the centre, is very reliant on car travel.

- 1.9 Hart District has the second lowest unemployment rate in Hampshire having a rate of only 0.4%. Education standards, health and life expectancy are above the national average. Both formal and informal leisure and recreation facilities are important to local people and well-used. Hart is regularly noted as one of the least deprived local authority areas in England and quality of life is an important issue for local residents.

Population Projections and Housing Development

- 1.10 HDC has a target to supply 4,400 new homes 2006 – 2028. The number of homes that have been constructed 2006/7 - 2009/10 is 660.
- 1.11 There are outstanding planning permissions (minus 10% for non delivery) of 654. There are 1,066 sites without planning permission (minus 10% for non delivery of those not allocated in the Local Plan). Developable sites of 20. This provides a total supply of 2,400 with a residual target of 2000.
- 1.12 The number of new homes that will provide additional population from 2010 is the supply target (4,400) minus the number of homes that have been constructed 2006/7 until 2009/10 (660). This equates to 3,740. An increase in population will be an obvious outcome of the new residential developments. An exact figure cannot be calculated due to the number of variables such as life expectancy, birth rates, inward and outward migration and the availability of affordable housing.
- 1.13 However, if dwellings are built on average to provide for 3 people per dwelling then the population in Hart District will increase by $3740 \times 3 = 11,220$.

Hart Leisure Centre

- 1.14 The Hart Leisure Centre, located on Hitches Lane, is a large wet and dry centre located in the town of Fleet. The Centre was built in 1968; it has had various elements added over the years, and now provides a wide variety of activities for sports clubs and the local community.
- 1.15 The facility is subject to a dual use arrangement with Calthorpe Park School (Hampshire County Council).
- 1.16 The facility mix at the existing centre is shown below:
- **25m x 6 lane pool with spectator seating**
 - **13m x 7m learner/ teaching pool**
 - **5 court sports hall**
 - **3 court sports hall**
 - **Fully equipped Fitness suite comprising 25 Cardiovascular machines, 13 static free weight machines, plus a free weight area**
 - **2 aerobics studios**
 - **6 squash courts**
 - **1 spin studio (converted squash court)**
 - **Crèche**
 - **Meeting room**

- **Multi purpose rooms**
- **Free parking with 99 car parking spaces during school hours, 75 extra parking bays when the school is closed, plus 3 disabled bays.**

1.17 Hart Leisure Centre benefits from offering a 'complete' leisure package ie fitness, swimming pool and dryside facilities, with limited direct competition within Fleet and the Hart District. There is a Fitness First facility in Fleet, however the facility does not have a pool and the cost of membership is generally higher than at Hart Leisure Centre.

1.18 The town of Fleet is experiencing a growth in population to the extent that there will be insufficient capacity at Hart Leisure Centre to accommodate participation demand; specifically, current and future demand for swimming lessons cannot be met. Much of the housing growth will be within the catchment area of the present leisure centre. Accommodating the increased demand is an essential consideration for the future.

The Country Park and Outdoor Facilities

1.19 It is proposed that a Country Park with outdoor sports facilities be developed across the road from the existing Hart Leisure Centre. A new Hart Leisure Centre alongside the proposed Country Park and outdoor sports facilities would constitute an iconic sport and leisure facility within Hart District. The outdoor facilities will consist of:

- **Outdoor changing facilities for external sports pitches. NB the cost of these pitches is not e incorporated into the costs of the new Leisure Centre**
 - 4 x football pitches up to 22 per pitch
 - 1 x 3 five a side court/full size football 3rd generation floodlit artificial turf pitch.

1.20 It is important to state that any construction approach to a new leisure facility must ensure that the existing facility continues to operate until a new facility is open.

The Value of Sport

1.21 Hart District population is extremely affluent and has high car usage. The district comes out on top of all local authorities when the IMD is applied as referenced in paragraph 3.29 of this report. These are beneficial factors for the financial sustainability of a leisure centre.

1.22 Sport has often led the way in promoting 'joined-up' ways of working which impact positively on many aspects of people's lives. Local authorities in particular have been at the vanguard of many of these developments and have a pivotal role to play.

1.23 The causes of crime and disaffection among young people are complex and multi-dimensional. It would be naive to think, and unrealistic to claim, that sport alone can reduce the levels of youth crime in society. However, over the last 15 years or so 'sports, outdoor pursuits and constructive leisure activities have become a well established feature of initiatives whose aim is to divert offenders and young people at risk away from crime'. Strong experiential evidence exists to show that sport has a part to play in preventing crime.

1.24 Improving the health of individuals and communities is a priority. With a significant decline in manual occupations, increasing use of the car and almost universal access to a wide range of labour-saving devices in the home, the contribution sport can make to people's activity levels has become increasingly important.

- 1.25 The research evidence of the benefits of a physically active lifestyle is strong. These benefits are set out in detail in Sport England's – "The Value of Sport" publication and include:
- **The reduced risk of coronary heart disease**
 - **The management of mild to moderate obesity (particularly when combined with dieting)**
 - **The reduced incidence of osteoporosis (brittle bone disease)**
 - **Psychological benefits including increases in self-esteem**
 - **The reduced risk of stroke and possible prevention of certain cancers**
- 1.26 There is a growing body of research that shows that early experience of sport has a significant effect on lifelong participation. It follows, therefore, that the benefits of sport referred to are critically dependent upon young people's early learning experiences. Providers, such as sports clubs in the voluntary sector, outdoor education centres, community sports facilities, have an important role to play in ensuring that sporting opportunities for young people 'bridge the gap' between school and community.
- 1.26 Perhaps because sport is associated with fun, enjoyment and leisure it is too often forgotten, or not taken seriously, by those outside sport who influence social policy and investment. Sport has an important part to play in regenerating communities and improving quality of life. For many people sport is fun, but it must also be taken seriously and valued as an important contributor to social policy and action.
- 1.27 The findings from the Culture and Sport Evidence (CASE) programme on the drivers, impacts and value of culture and sport have been published. CASE is a major programme of innovative research that uses interdisciplinary research to inform the development of policy in culture and sport.
- 1.28 This joint strategic research initiative led by Department for Culture Media and Sport in collaboration with its arms length bodies, builds understanding of the drivers, impacts and value of engagement in culture and sport. The published research provides ground breaking evidence on:
- **The impact of background factors (such as age, income and gender) and policy interventions (such as advertising or cost reduction) on the likelihood of people engaging**
 - **What interventions are effective in delivering positive learning outcomes for young people**
 - **The short-term individual value (specifically improved wellbeing), and the long-term health benefits (such as healthcare cost savings and improved health-related quality of life) of engaging.**
- 1.29 Key findings for sport show that:
- **Young people's participation in organised sport improves their numeracy scores, on average, by 8% above that of non-participants;**
 - **The participation of underachieving young people in extra-curricular learning activities linked to sport increases their numeracy skills, on average, by 29% above that of non-participants, and their transferable skills by 12-16%;**
 - **Sport generates substantial long-term economic value in terms of avoided health costs and improved health-related quality of life;**
 - **Engagement in sport has a positive and quantifiable effect on a person's perceived wellbeing;**

- **A range of factors, including age, gender, alcohol consumption, childhood experience of sport, socio-economic variables, a limiting illness or disability, educational attainment, unemployment, TV and internet use, and the proximity of local sports facilities, are directly associated with people's participation;**
- **Of the various cultural sectors, only participation in sport shows a decrease with age, and lower levels of engagement amongst women.**

- 1.30 These findings help to strengthen the case for continued investment in sport, and support policy makers and practitioners in making better informed decisions.
- 1.31 The Sport England Active People data in Table 3.5 in the report shows that as an authority Hart is in the top national quartile for four of the six Key Performance Indicators (KPIs). The general picture in terms of participation and take up of sport and active recreation is very healthy.
- 1.32 Satisfaction Levels in Active People 3 are down to 71.2% from 74.3% in Active People 1. This is to be expected with ageing leisure facilities.
- 1.33 The Sport England Market Segmentation data identifies the current participation levels within a 5km catchment of Hart Leisure Centre (Table 4.10), latent demand (Table 4.11), and the sporting lifestyles of the three main market segments within a 5km catchment of the Hart Leisure Centre (Paragraph 4.49). All of this analysis supports the development of additional swimming, fitness and indoor sports facilities.
- 1.34 Current participation levels and latent demand will increase as the population increases within the catchment area, as a result of new housing development.
- 1.35 The Sport England Facility Calculator has been used to identify future facility requirements taking into consideration the profiled increased population.
- 1.36 Table 4.6 in Section 4 of the report evidences the need for additional facility provision in the district, based on the population within the 2010 20 minute walk time catchment area of the existing Hart Leisure Centre; given that the population of this catchment area increases to 11,120 by 2026, demand for leisure facilities also increases. This suggests that the increased facility needs are within the 20 minute walk area of the existing Hart Leisure Centre.

Sports Facility Calculator demand model run – Hart Leisure Centre 20 minute walk time catchment

	Year	Population	Swimming Pools	Sports Halls	Synthetic Turf Pitches	Difference
Hart District	2010	5,728	57.18m ²	1.61 badminton courts	0.18 pitches	Increased Needs 111m ² water space; 3.11 courts and 1 pitch
	2026	16,844	168.18m ²	4.72 badminton courts	0.52 pitches	

Strategic benefits of replacing Hart Leisure Centre

- 1.37 The replacement of Hart Leisure Centre on land opposite the existing Hart Leisure Centre provides the opportunity to provide a new, high quality and sustainable leisure facility as part of a community sport/recreation hub in the area with the highest population concentration in the District (Fleet), which better meets the needs of the existing and future local population. This approach would better promote sport as a medium for improving participation, as well as the health of the local community.
- 1.38 The inclusion of a leisure centre as an integral element of a multi sports/recreation hub will increase opportunities for participation, and for extending links to other public sector providers, including health, education, parks and open spaces and community arts.

Economic and financial benefits of replacing Hart Leisure Centre

- 1.39 The new facility would be designed and managed to create a sustainable community facility. It is expected that the new centre, as part of a sports/recreation hub, will be able to realise economies of scale in capital and revenue cost terms.
- 1.40 Moreover, the replacement of Hart Leisure Centre allows for partnership working with Hampshire County Council to re-develop additional educational facilities on the existing Calthorpe School site where the existing Hart Leisure Centre is located, as well as benefiting HDC by ensuring the cost effective replacement of a well performing revenue earning facility, that is, however, in need of significant renovation and refurbishment.
- 1.41 The integration of community sports and a country park on one site on Hitches Lane will create a destination in its own right; it will lead to increased participation, link together clubs, and potentially encourage partnership working between the private and public sector. Increased participation in organised and informal recreation will help improve sport development activities, and assist clubs to identify and support talent. Lifelong participation is supported by having the opportunity to play a number of sports; the new leisure facility will offer young people within Hart the option to participate in a number of different sports and activities.
- 1.42 Developing a new Hart Leisure Centre, as part of a sport/recreation hub environment, will improve employment opportunities for coaches, as well as encourage increased volunteering activities.
- 1.43 In addition the new facility will provide for the much needed expansion of water space and provide the flexible programming required for swimming lessons, swimming club activities and general public swimming. These are all currently under pressure in the existing facility due to lack of water space. In addition a larger health and fitness space will generate additional income, and continue to compete effectively with the private sector.
- 1.44 Consultation with existing local clubs and National Governing Bodies has influenced the proposed facility mix as well as the Sport England Active People data, Market Segmentation and Facility Calculator modelling.

1.45 The suggested core facility mix is:

- **400 space car park, porous material to blend with countryside surroundings**
- **CHP to service the building**
- **1 x 25m x 8 lane competition equipped swim pool with competitor and spectator seating with moveable floor to overall depth of 2m. 500 spectator seats.**
- **1 x 4 lane x 20m teaching pool with moveable floor to overall depth of 1.8m separated from sight and acoustically from the main pool. 30 spectator seats.**
- **Swim village changing/lockers plus club changing room**
- **1 x 10 badminton court hall or equivalent**
- **x Squash Courts**
- **x multi purpose dance / activity studios**
- **1 x conference / party catering suite**
- **1 x crèche**
- **150 station fitness gym overlooking pools with own changing facilities**
- **Social facility for members**
- **Sports fixtures / fittings / equipment through out building**
- **Dry side indoor changing facilities**
- **Vending and seating area overlooking outdoor facilities**
- **Staff changing facilities**
- **Staff Management/admin suite**
- **Adequate storage for all activity areas**
- **Changing facilities for external sports pitches.**
- **x 11 – a- side football pitches**
- **1 x 4 five a side court/full size football artificial grass pitch (3rd Generation)**
- **Massage room, Plunge Pool, Steam Room, Jacuzzi**

Landscape, Parking and Land Take

1.46 In addition to the consideration of the size, configuration and scope of the facility mix, is the land required and the costs involved for external works.

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- 1.47 The new Hart Leisure Centre will be built alongside an 84 acre country park, incorporating woodland, greenery, meadowland, informal open spaces and play areas. The new leisure centre will, as far as possible, blend seamlessly with the outdoor environment. It is therefore essential the landscape design for the new Hart Leisure Centre carefully considers the layout and orientation of the sports facilities including detailed design of car parking, access routes, signage and planting.
- 1.48 HDC Leisure and Open Spaces have requested 400 parking spaces are included within the facility mix to allow for peak periods when the leisure centre, natural turf pitches, 3rd generation pitch and country park visitors will be arriving/using the indoor/outdoor sports facilities and country park.
- 1.49 Recent government advice to planning authorities is to provide for demand based on local circumstances. In an affluent area such as Hart, the number of vehicles and parent and baby requirements can be anticipated as higher than average. The indicative capital costs for the 'Core' facility outlined within this report make allowance for 400 car parking bays.

Schedule of Areas (Core Facility Indoor Mix & Car Parking)

- 1.50 The table below sets out the schedule of areas for the Leisure Centre and associated car parking.

Schedule of areas for the Leisure Centre and associated car parking

Schedule of Areas	Square Metres
Gross Site Area required	TBC following master planning stage
Building land take area for 'Core' Indoor Facility Mix	Single Storey design option – 6,647 m2 Two storey design option – 5,177 m2
Gross Floor Area (internal and external)	Single Storey Leisure Centre – 6,647 m2 plus Car Parking – 15,260 m2 Total 21,747 m2 Two storey design option - 5,177 m2 plus car Parking – 15,260 m2 Total 20,316.5m2

- 1.51 A summary of estimated elemental costs for the 'Core' facility indoor mix option of the new Hart Leisure Centre is outlined in table below. These indicative figures have been calculated based on current costs, provided by a specialist leisure architect.

Summary of indicative elemental costs for the Core Facility Mix New Hart Leisure Centre, e Outdoor Sports Changing Rooms, and Park Rangers Accommodation and Vehicle Parking

Element	Total Cost (£'s)	Cost (£'s) per m2
Internal Floor Area of the Leisure Centre, plus external sport space changing rooms and park rangers facilities	£12,839,000	£ 2,000
External Works Area of the Leisure Centre (including park ranger accommodation and vehicle parking)	£ 1,675,000	£ 93

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Element	Total Cost (£'s)	Cost (£'s) per m2
Contractor Preliminaries	£ 1,451,500	£ 65
Contingency / design reserve	£ 1,088,550	£ 49
Furniture, Fit out and Equipment	£ 962,925	£ 147
Estimate of Inflation	£ 666,624	£ 30
Regulations/Surveys/Planning fees	£ 128,390	£ 6
Professional Fees	£ 751,050	£ 33
TOTAL CONTRACT SUM (ESTIMATED)	£ 19,562,939	

- 1.52 Whilst no particular procurement strategy has been assumed, allowances have been made for on-costs such as main contractor preliminaries (10%) and contingency/design reserve (7.5%).
- 1.53 It has been necessary to make assumptions to estimate the capital costs. The costs within this report represent present day indicative construction costs at 1st Quarter 2011; figures assume an immediate start on site, on a fixed price basis. Inflation (3.75%) during the 15-18 month construction works has been included within the capital cost plan. Inflation from 1st Qtr 2011 until start date on site is excluded.
- 1.54 Allowances for professional fees and services are based on 15% of the build cost.
- 1.55 The items listed below are a guide to the exclusions of this capital costs plan, they should not be considered an exhaustive list:
- **Demolition of existing Hart Leisure Centre**
 - **Value Added Tax (VAT)**
 - **Inflation from 1st Quarter 2011 to commencement on site**
 - **Capital Allowances, incentives or grants**
 - **Costs arising from a Section 106 agreement**
 - **Overall project contingency**
 - **Phasing costs**
 - **Abnormal ground conditions**
 - **Effect of discovery leading to a delayed start**

- **Cost of performance bonds**
- **Cost of contractor warranties**

External Sports Facilities – Natural Turf Pitches and 3G Pitch

- 1.56 The costs of the proposed external sports facilities have not been incorporated into the summary of elemental capital costs for the leisure centre and car park apart from the outdoor team changing rooms, and park rangers parking and accommodation.
- 1.57 The estimated cost of constructing 4 full-size natural turf pitches (30,000 sqm) and full size 3G artificial grass pitch is £901,510 inclusive of main contractor preliminaries, professional fees, surveys and 10% contingency.

Construction Procurement Routes & Indicative Construction Programme & Time Line

- 1.58 The decision regarding the most appropriate method of procuring the construction of the facility will be influenced by HDC's proposals for the future management of its leisure centres.
- 1.59 The four facility construction procurement methods outlined within the report (Traditional, Design and Build, Design Build Finance and Operate and Design Build Operate and Maintain) demonstrate options exist that do not rely on a single consortium approach.
- 1.60 All forms of procurement have advantages and disadvantages and much will depend on HDC's approach to risk, whether HDC has a need for additional funding beyond the sources it has already identified, and not least additional soundings from the market. The prevailing economic climate has affected the enthusiasm of the market place for the integrated form of procurement. It is our recent experience from other tendering exercises that a number of the market players are becoming reluctant to bid for this form of leisure management procurement.
- 1.61 Looking to the alternative options, HDC could consider a 'Traditional' route form of procurement, which would see HDC employ an Architect to design the facility and oversee its construction. The architects, in conjunction with other professionals, would prepare detailed drawings, obtain the necessary consents and prepare a tender for the construction of the building. The architects or a project manager employed by HDC would manage the tender process, evaluate the tenders, award the contract and then project manage the tender process. This form of procurement often results in a higher quality of facility but sometimes at a higher cost.
- 1.62 However, following the more traditional procurement route would mean there is limited opportunity for a management contractor to influence the design of the new Hart Leisure Centre, which may be a consideration if HDC is considering outsourcing the management of its leisure facilities. To some extent this could be perceived as a weakness, but one that is not considered a big problem as long as the architect is suitably experienced and the Council has access to leisure and project management expertise to comment on and feed into the design and building process, compare facility designs, and how these impact on operational delivery and efficiency, as well as the future flexibility to develop and change programming/activities to meet customer needs.

Indicative Construction Programme

- 1.63 It has been assumed the construction approach to the provision of a new leisure facility would be that HDC is committed to ensuring the existing Hart Leisure Centre remains fully operational and in use until construction of the new facility is completed.
- 1.64 The anticipated time required to undertake preliminary surveys will be 2 - 3 months for obtaining quotations, approval to appoint, undertaking the surveys and receiving the results.

- 1.65 Assuming a two stage design and build process were progressed, an indicative project programme would be a total of 20-23 months.

Recommendations

- 1.66 There are a number of recommendations that need to be considered:

Recommendation 1

HDC endorse the needs assessment prepared as part of this feasibility study, and formally confirm the need for a replacement Hart Leisure Centre.

Recommendation 2

A strategic approach to the sport and leisure provision within the district is required. It is recommended that before any significant next steps are taken with regards to a replacement Hart Leisure Centre, that HDC progress the commercial and political discussions that are required relating to the potential funding of the new leisure centre.

Recommendation 3

HDC employ professional services to progress site master planning, in order to establish the right location and footprint for the development of enabling public leisure facilities. It is recommended that HDC commission architects to visit site and carry out a visual assessment/survey, to develop an indicative master plan that would illustrate at least two options for the configuration of the leisure centre.

Recommendation 4

HDC confirm the affordability envelope before progressing to the next stage of the project, so that HDC knows whether it can progress with the preferred facility mix option. At that stage the construction procurement route can be agreed, and if necessary, tested to ensure that progression of the 'traditional' or 'design and build' route would realise better value for money than a DBOM/DBFO route in the prevailing economic climate.

Recommendation 5

Subject to the outcome of the work referred to in Recommendation 3, prepare an outline planning application and submit it for consideration following consultation with statutory agencies – including Sport England.

Recommendation 6

HDC adopts a construction procurement strategy for the replacement Hart Leisure Centre that separates the management of the facility from the development of the brief, design and construction.

Recommendation 7

HDC appoints a leisure project management company to assist the authority to:

- **Progress a design brief**
- **Prepare a detailed business plan**

Seek additional grant funding if required that can contribute to the proposed scheme

Recommendation 8

In terms of wider issues, there are outstanding questions regarding the most desirable and most realistic method of managing the new Hart Leisure Centre. It is recommended HDC revisit the management options for the management of a new replacement Hart Leisure Centre at the earliest opportunity so the authority has time to decide and progress its preferred management delivery option if it decides to move away from its current in-house delivery management option.

Recommendation 9

It is important HDC consider the full environmental impact of developing a new replacement leisure centre across over the facility lifecycle. When appointed, the project Architect should design a replacement leisure centre that achieves a BREEAM excellent rating.

2. Introduction and Background

Introduction

- 2.1 Strategic Leisure (SL) was appointed by Hart District Council (HDC) in November 2010 to undertake a review of potential options for the development of a replacement Hart Leisure Centre in Fleet.
- 2.2 Hart Leisure Centre is immediately adjacent to Calthorpe Park School. The school has agreed financial and organisational measures to allow shared use of Hart Leisure Centre. HDC and its staff are responsible for the day to day management of the Hart Leisure Centre and facilities when in use by the public and the school. Calthorpe Park School teachers are responsible for the supervision and safety of its pupils when using the facilities.
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- 2.4 The Leisure and education needs above could be met, by providing a new Hart Leisure Centre on land opposite the existing Hart Leisure Centre, to replace the existing facility. This would then allow the current Hart Leisure Centre to be used for the expansion of the secondary school.
- 2.5 The purpose of this study is to:
 - **Justify the need for a replacement Leisure Centre in Hart**
 - **Provide a potential facility mix which could be delivered at a new facility**
 - **Identify the total procurement costs of new replacement Leisure Centre in Hart**
 - **Estimate the land take required for a new replacement Leisure Centre**
 - **Identify the procurement and construction period assuming no overt landscape problems**

Our Approach

- 2.6 It should be noted that the study process has been undertaken on a headline basis, with primarily desk-top and statistical analysis of the local marketplace. There has also been wider strategic consultation with National Governing Bodies (NGBs) regarding facility needs and with existing Hart Leisure Centre Clubs. In addition consultation has been undertaken with HDC Leisure Officers, Planning Officers and with neighbouring authority Leisure Officers. The following tasks have been undertaken:
 - **Desk review of facilities including facility audit**
 - **Demographics and participation (Sport England's Active People Survey and Market Segmentation)**
 - **Audit of Supply and demand assessment (utilising Sport England's Sports Facility Calculator)**
 - **Benchmarked current levels of provision with other similar local authorities to demonstrate the need for investment in new facilities**
 - **Consultation with neighbouring Boroughs**

- **Consultation with key NGBs – Swimming, Football, Netball, Table Tennis, Gymnastics, Badminton, Squash**
- **Consultation with selected key club stakeholders**
- **Assessment of need**
- **Summary of potential facility options.**
- **Indicative procurement costs provided by David Gibson, B3 Architects**
- **Land Take of Facility Options**
- **Procurement options and procurement and construction time scales assuming no overt landscape or survey problems.**

2.7 The remainder of this report is set out as follows:

- **Section 3 – Demographic and participation context**
- **Section 4 – Supply & demand assessment**
- **Section 5 – Facility mix options, Indicative Procurement Costs and Land Take Options**
- **Section 6 – Procurement Options and Procurement and Construction Time Scales**
- **Section 7 – Conclusions and Recommendations**

Hart Leisure Centre

2.8 The Hart Leisure Centre, located on Hitches Lane, is a large wet and dry centre located in the town of Fleet. The Centre was built in 1968; it has had various elements added over the years, and now provides a wide variety of activities for sports clubs and the local community.

2.9 The facility is subject to a dual use arrangement with Calthorpe Park School (Hampshire County Council).

2.10 The facility mix at the existing centre is shown below:

- **25m x 6 lane pool with spectator seating**
- **13m x 7m learner/ teaching pool**
- **5 court sports hall**
- **3 court sports hall**
- **Fully equipped Fitness suite comprising 25 Cardiovascular machines, 13 static free weight machines, plus a free weight area**
- **2 aerobics studios**
- **6 squash courts**
- **1 spin studio (converted squash court)**

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- **Crèche**
 - **Meeting room**
 - **Multi purpose rooms**
 - **Free parking with 99 car parking spaces during school hours, 75 extra parking bays when the school is closed, plus 3 disabled bays.**
- 2.11 Hart Leisure Centre benefits from offering a 'complete' leisure package, with limited direct competition within Fleet and the Hart District. There is a Fitness First facility in Fleet, however the facility does not have a pool and the cost of membership is generally higher than at Hart Leisure Centre.
- 2.12 The town of Fleet is experiencing a growth in population to the extent that there is insufficient capacity at Hart Leisure Centre to accommodate swimming lessons. Much of the housing growth will be within the catchment area of the present leisure centre. Accommodating the increased demand is an essential consideration for the future.
- 2.13 In 2008 Hart Leisure Centre achieved a commendable score of 72% in Quest the UK's Quality Scheme for sport and leisure facility management. The facility will undertake a Quest assessment again in 2011.
- 2.14 The existing facility is large in terms of overall footprint, with a five court sports hall, additional sports hall, and two swimming tanks, all of which take up considerable space. The gross internal floor areas of most of the main spaces are shown below in table 2.1.

Table 2.1 : Gross Internal floor Areas of Hart Leisure Centre

Facility	Floor Area
Swimming Pool Hall	44 x 18 (792 sqm)
X 6 Squash Courts and corridor	22 x 20 (440 sqm)
Spin Studio x 1	10 x 6 (60 sqm)
Fitness Suite	39 x 10 (390 sqm)
5 Court Sports Hall	35 x 16 (560 sqm)
3 Court Sports Hall	21 x 16 (336 sqm)
New Cafeteria, Customer Seating Area	9 x 8 (72 sqm)
Entrance Lobby and Reception	15 x 9 (135 sqm)

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Facility	Floor Area
Viewing Area / Lounge	5.5 x 10 (55 sqm)
Function Room	10 x 9 (90 sqm)
Wetside Changing and club room	26 x 12 (312 sqm)
Children's Activity Room and Store	16 x 11 (176 sqm)
Dance Studio(s) and Store	15.5 x 14 (217 sqm)
Staff Office Space(s)	7 x 8 + 5 x 4 (76 sqm)
Plant Room	10 x 5 (50 sqm)
Male and Female Dryside Changing Rooms	10 x 5.5 + 10 x 5.5 + 10 x 6 (170 sqm)
Total	3,931 square metres

- 2.15 Calthorpe Park School has agreed financial and organisational measures to allow shared use of Hart Leisure Centre. HDC and its staff are responsible for the day to day management of the Hart Leisure Centre and facilities when in use by the public and the school. Calthorpe Park School teachers are responsible for the supervision and safety of its pupils when using the facilities.
- 2.16 Hart Leisure Centre is used by the School during school terms. The school use both male and female changing rooms when required. The School has first priority use of the squash courts and Sports Hall No. 1 (8a.m – 6p.m) Monday to Friday. Outside these periods the leisure centre is not used by the school. The school pays for the use of Sports Hall No. 2, the fitness room and the swimming pool.
- 2.17 Hart Leisure Centre car parking is available exclusively to the leisure centre customers at all times. Calthorpe Park School playground may be used by Hart Leisure Centre customers after 3.30p.m Monday – Friday and at weekends.
- 2.18 Hart Leisure Centre negotiates occasional use of the Calthorpe Park School playing fields to undertake sporting activities and events.

The Country Park and Outdoor Facilities

- 2.19 It is proposed that a Country Park with outdoor sports facilities will be developed across the road from the existing Hart Leisure Centre. A new Hart Leisure Centre alongside the proposed Country Park and outdoor sports facilities would provide for an iconic sport and leisure facility within Hart District. The outdoor facilities will consist of:
- **Outdoor changing facilities for external sports pitches. NB the cost of these pitches is not e incorporated into the costs of the new Leisure Centre**
 - 4 x football pitches up to 22 per pitch
 - 1 x 3 five a side court/full size football 3rd generation floodlit artificial turf pitch.
- 2.20 It is important to state that any construction approach to a new leisure facility must ensure that the existing facility continues to operate and will remain in use until the completion of the new building

3. Demographic and Participation Context

Introduction

- 3.1 In this section key demographic and participation information is reviewed. This provides a basis for understanding key trends and contextual information which can inform the potential mix at the new Hart Leisure facility.
- 3.2 It comprises a brief summary of demographic points, and a review of key sport and active recreation trends from the Active People surveys to give an overview of potential demand.

Demographic Review

- 3.3 Hart District covers an area of approximately 21,500 hectares (83 sq. miles) and is situated in northeast Hampshire, bordering both Surrey and Berkshire. The main centres of population are in the north and east, with the area being characterised by its wide variety of largely rural landscapes.
- 3.4 The main towns are Fleet and Church Crookham, Blackwater and Hawley, and Yateley. Hook, Odiham, Crondall and Hartley Wintney are the larger villages in the district whilst other settlements are mainly small, dispersed villages and hamlets.
- 3.5 Fleet is the largest administrative, retail and commercial centre within Hart District. The town has evolved from its main street and railway station in the late 19th century to include large residential areas on all sides, most of which have been built in the last 25 years. It has some important open spaces, including the Canal and Fleet Pond. Access to its facilities, some of which are peripheral to the centre, is very reliant on car travel.
- 3.6 Hart has a slightly higher percentage of people aged 15 and under and of working age and a lower percentage of people aged 65 and over when compared with the average for England. Residents are generally affluent and enjoy a high standard of living.
- 3.7 Hart District has the second lowest unemployment rate in Hampshire having a rate of only 0.4%. Education standards, health and life expectancy are above the national average. Both formal and informal leisure and recreation facilities are important to local people and well-used. Hart is regularly noted as one of the least deprived local authority areas in England and quality of life is an important issue for local residents.
- 3.8 The authority has both rural and urban areas – over 80% of the area of the district is classified ‘rural’ and 19% ‘urban’ (based on geographical relationship to settlements of 10,000 people or more). However, 70% of the total population lives in urban areas.
- 3.9 Hart has a large working age population, mostly made of those in the mid-latter half of their working lives. While the child and young adult populations are forecast to decline, the number of over 65s is set to grow. The Council’s 2008 Housing Needs Survey states that 24.9% of heads of households are retired, and that this number will increase.
- 3.10 If this aging projection is accurate, services/facilities will increasingly need to take account of these demographic changes when planning, delivering and financing future priorities. This trend will have implications in terms of the demand for specific types of sports facilities.
- 3.11 The fact that the population is aging will have a subsequent impact upon dependency. Dependency levels are currently (2009) held at 65.4 overall (of which 34.4 are due to child age dependency and 31 to old age). By 2016, this is projected to be 69.7 (33.4 and 36.3 for child age and old age).

Population Projections and Housing Development

- 3.12 The 1991 National Census Population Data showed a total population figure for Hart District of 83,505.
- 3.13 The Office of National Statistics Sub National Population Projects the population for Hart District in 2010 to be 92,700.
- 3.14 HDC has a target to supply 4,400 new homes 2006 – 2028. The number of homes that have been constructed 2006/7 until 2009/10 is 660.
- 3.15 There are outstanding planning permissions (minus 10% for non delivery) of 654. There are 1066 sites without planning permission (minus 10% for non delivery of those not allocated in the Local Plan. Developable sites of 20. This provides a total supply of 2,400 with a residual target of 2000.
- 3.16 The residual target is what the emerging LDF will have to address. The HDC target is 200 dwellings per annum.
- 3.17 The number of new homes that will provide additional population from 2010 is the supply target (4,400) minus the number of homes that have been constructed 2006/7 until 2009/10 (660). This equates to 3,740. An increase in population will be an obvious outcome. An exact figure cannot be calculated due to the number of variables such as life expectancy, birth rates, inward and outward migration and the availability of affordable housing.
- 3.18 If dwellings are built on average to provide for 3 people per dwelling then the population in Hart District will increase by $3740 \times 3 = 11,220$.

Economic Activity

- 3.19 A summary of the key employment sectors in Hart is shown below in Table 3.1.

Table 3.1 : Employment profile – Hart District

Employment	Male	Female	Persons	GB Ratio
Primary (Agriculture & Fishing, Energy & Water)	300	100	400	0.7
Engineering	800	300	1,100	0.7
Other manufacturing	400	100	500	0.3
Construction	1,400	400	1,800	1.1
Distribution, hotels and restaurants	4,600	3,800	8,400	1
Transport and communications	2,600	1,200	3,800	1.9
Business & financial services	6,800	4,300	11,200	1.4

Employment	Male	Female	Persons	GB Ratio
Public administration, education & health	1,400	4,800	6,100	0.6
Other services	900	1,000	1,900	1
Total	19,200	16,100	35,300	

Source: Annual Business Enquiry 2008, National Statistics

- 3.20 GB Ratio (Location Quotients) provides a comparison with the national average. A score of less than 1.00 shows that sector is under-represented, more than 1.00 indicates over-representation. As the table shows, there are significantly higher numbers of workers in transport and communications, and business and financial services, and significantly lower levels of people working in manufacturing, public administration, engineering and primary industry.

Quality of Life, and Health

- 3.21 The Health Profile for Hart 2010 (www.healthprofiles.info) shows that indicators of health for people in Hart, when compared with the England average, are good. Over 90% of local residents live in areas classified as among the least deprived in England. Hart has very low levels of child poverty, homelessness and violent crime. Life expectancy for men and women is higher than the England average.
- 3.22 There are however, inequalities in health between areas within Hart. Life expectancy for men from the most deprived areas is over 4 years lower than for men from the least deprived areas.
- 3.23 Over the last 10 years, the early death rates from cancer and from heart disease and stroke have fallen and are lower than the England averages.
- 3.24 The proportion of children in Reception year classified as obese and teenage pregnancy rates are lower than the England average. GCSE achievement is higher than the England average. Estimated levels of smoking and obesity are lower than the England average and the proportion of physically active adults is higher than the England average.
- 3.25 Local priorities highlighted in the Hampshire Local Area Agreement include reducing the rates of death from all causes, child obesity, and teenage pregnancy and hospital admissions for alcohol.

Table 3.2 : Obesity levels in adults and children by local authority area

Geography	Adult Obesity Rate	Childhood Obesity Rate
Hart	21.0%	5.9%
East Hampshire	21.6%	7.9%
Surrey Heath	22.5%	7.5%

Geography	Adult Obesity Rate	Childhood Obesity Rate
Horsham	24.6%	6.9%
Brentwood	19.4%	9.0%
England	24.2%	9.6%

Source: Department of Health, Year: 2006-2008,

Measure: Proportion of the adult and child population that are obese

- 3.26 Table 3.2 above compares Hart with its nearest neighbours. The 'Nearest Neighbour' Model was developed by CIPFA (the Chartered Institute of Public Finance and Accountancy) to aid local authorities in comparative and benchmarking exercises. It is widely used across both central and local government. It shows that Hart has the second lowest Adult Obesity rate 21% behind Brentwood 19.4% and the lowest childhood obesity rate 5.9% compared to its nearest neighbours.

Deprivation data (Indices of Multiple Deprivation)

- 3.27 The Indices of Multiple Deprivation (IMD) provides a gauge as to how deprived an area is. Local Authorities are given a rank out of 353 (the total number of lower tier and upper tier local authorities) The lower the score and higher the , the more deprived an area is. This is an England comparison. Each local authority also receives a rank within their region, allowing levels of deprivation to be compared for local authorities in the same region. The IMD covers several thematic areas. The IMD 2007 seven domains relate to:

- **Income Deprivation**
- **Employment Deprivation**
- **Health Deprivation And Disability**
- **Education Skills And Training Deprivation**
- **Barriers To Housing And Services**
- **Living Environment Deprivation**
- **And Crime**

- 3.28 The table below compares Hart District IMD Score and ranking with its nearest neighbours.

Table 3.3 : Deprivation levels by local authority as measured by the Index of Multiple Deprivation (IMD)

Geography	IMD Score 2007	Rank (out of 353)
Hart	4.13	353
East Hampshire	8.06	332

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Geography	IMD Score 2007	Rank (out of 353)
Surrey Heath	5.75	#N/A
Horsham	7.38	#N/A
Brentwood	9.18	314

Source: Department for Communities and Local Government

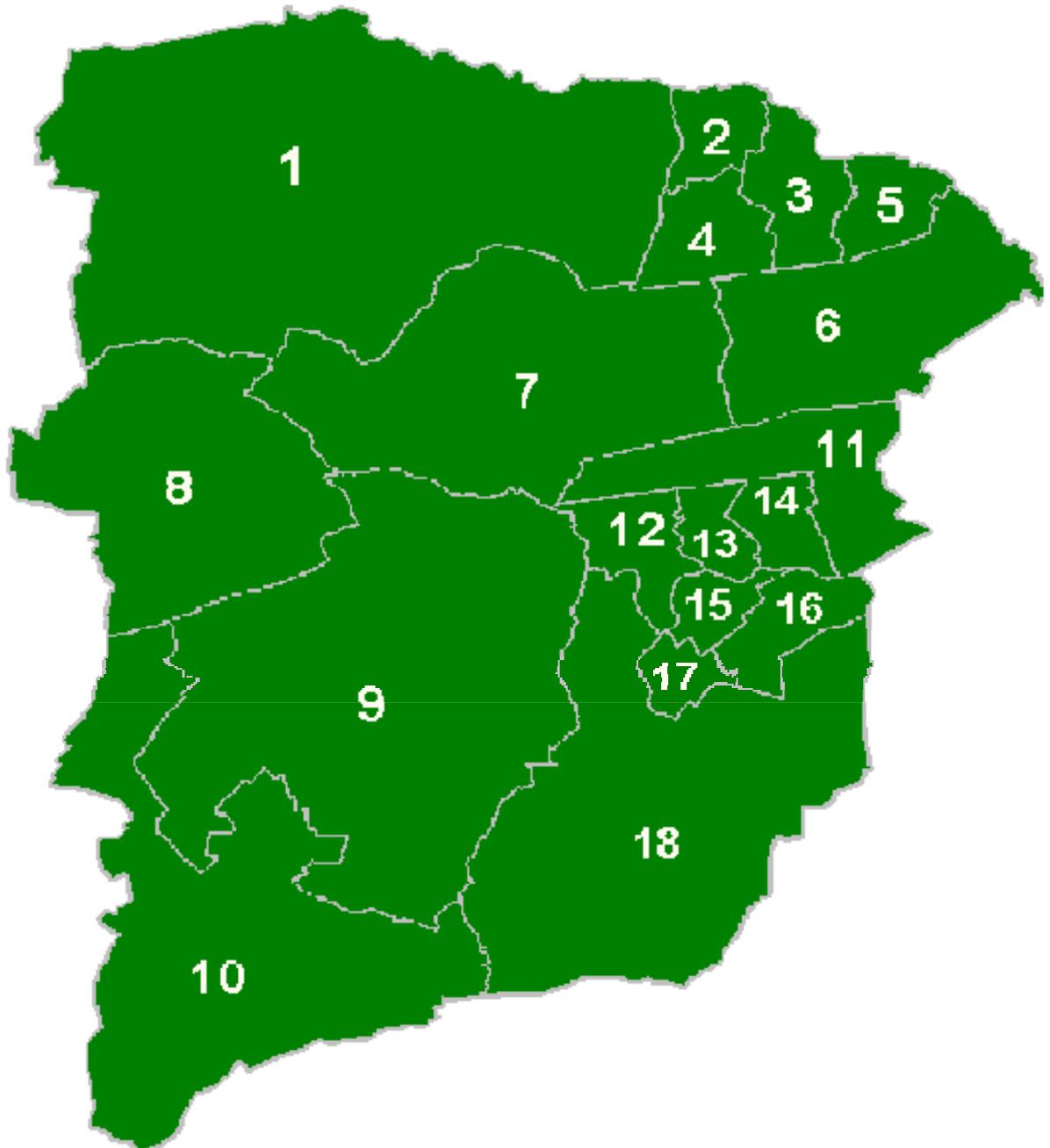
Year: 2007 Measure: Index of multiple deprivation and rank in region and nation

- 3.29 Hart district is ranked 353 out of 353 in 2007 making it the least deprived district authority in England and retained its 2004 position and has the lowest IMD score of 4.13 against not just its nearest neighbours but also all local authorities in England.
- 3.30 The more affluent Hart District is the only district in Hampshire not to see any areas that fall within the two most deprived bandings for education and skills.
- 3.31 The percentage of children in 'poverty' as at 31/08/2008 (Source: Department of Work and Pensions) in Hart was 6.5% compared to the South East 15.2% and England 21.6%. For reference, a key and map of the wards is shown below as table 3.4.

Table 3.4 : Hart District Wards

Key	Ward	Key	Ward
1	Eversley	10	Long Sutton
2	Yateley North	11	Fleet North
3	Yateley East	12	Fleet West
4	Yateley West	13	Fleet Central
5	Frogmore and Darby Green	14	Fleet Pondtail
6	Blackwater and Hawley	15	Fleet Courtmoor
7	Hartley Wintney	16	Church Crookham East
8	Hook	17	Church Crookham West
9	Odiham	18	Cron dall

Figure 3.1 : Ward Map



Sport and Activity Context

- 3.32 To inform the strategic rationale for the study, a comprehensive desktop review of all key relevant documents has been undertaken.
- 3.33 A summary of the key points relating to the provision of relevant sports facilities from a local authority and regional perspective is shown below as Table 3.5.

Table 3.5 : Strategic context review

Document	Key Findings/Issues
<p>HDC Corporate Plan and Medium Term Financial Strategy 2007-2011</p>	<p>The document builds on the first Corporate Plan (published in 2005) and also the first Medium Term Financial Strategy, the idea of which is that a single integrated document be provided, which represents a 'more realistic assessment of the Council's priorities, its resources and its ability to achieve its aspirations'</p> <p>The essence of the plan is to:</p> <p><i>Prioritise ambitions; maximise income; make the most efficient and effective use of resources possible; allocate resources strictly in accordance with strategy priorities; and reduce or cease priority activities.</i></p> <p>The plan and financial strategy fully supports the Community Strategy for the District (reviewed below) and its vision. The relevant key priorities 2007-2011 are enhancing the natural and built environment and ensuring clean, green and safe streets and public spaces.</p> <p>The plan references the use of the Local Development Framework to channel development and the provision of infrastructure.</p> <p>The plan sets out the importance of facing difficult financial constraints with creativity and efficiency. It highlights the need for service delivery to be creative: "Many of our services have proved through competition that they are best delivered in house, but we will look at outsourcing others."</p> <p>On physical assets: "We will continue to review our assets to make sure we get the most out of them. We will not hold property or land unnecessarily or wastefully. We will manage our services in an environmentally sustainable way in areas such as water conservation, energy efficiency and recycling."</p> <p>The plan adds: "Capital resources are even more stretched than its Revenue. The Council has committed itself to £8.7m over the period of the strategy, and has no anticipated resources currently uncommitted." It is noted in the appendix that the refurbishment of the leisure centres is included in this sum.</p> <p>It is added that an additional programme worth £4m of projects has been identified: "These projects will not go ahead unless new resources can be found, existing commitments are abandoned, or an Invest-to-Save opportunity can be created."</p>
<p>Hart District Sustainable Community Strategy (2008-2018)</p>	<p>The Community Strategy sets out the following vision: 'To improve, sustain and promote the social, economic and environmental wellbeing of the communities in Hart District'.</p> <p>Six strategic priorities for the district are identified, with the following key considerations/objectives.</p>

Document	Key Findings/Issues
	<ul style="list-style-type: none"> • An environmentally conscious community and a sustainable district • Secure an infrastructure-led approach to new development • Encourage people to shift away from car use to sustainable forms of transport including higher rates of walking and cycling and public transport use • Reducing carbon output and improving energy efficiency are identified as key objectives. <p>Affordable, safe, well-maintained, sustainable housing</p> <p>One of the safest districts in the South East</p> <p>A beacon of good health working to reduce health inequalities build on good health indicators focus on pockets of health inequalities and work on obesity and cessation of smoking etc.</p> <p>A Diversified and Balanced Economy support town centre developments and enhancements, including improving access via bicycle and by foot</p>
<p>Hart District Leisure Strategy 2007-2017</p>	<p>Sets out a mission statement for the provision of leisure: “HDC aims to enable the provision of a range of high quality and accessible facilities, services and opportunities which meet the leisure, sport, health and physical activity needs of the District’s communities.</p> <p>The component parts are Indoor sport and leisure; outdoor sport and play; parks, open spaces and commons; inland waters; aesthetic and performance”.</p> <p>Several key areas are used as a framework under which other priorities and aims are positioned. These include overall Strategic Direction; Partnerships; Sport and Art Development Resources; Facility Development and Infrastructure; Planning Standards; Financial and Physical Resources; and Leisure and the Wider Agenda.</p> <p>Particularly relevant elements highlighted in the strategy include:</p> <ul style="list-style-type: none"> • SD2 - Planning strategically across the District whilst taking account of provision beyond the District’s boundaries • SD3 - Linking leisure provision into the evolving development planning framework for the District • SD4 - Optimising the funding and delivery opportunities provided by “Section 106” developer contributions for investment in leisure provision.

Document	Key Findings/Issues
	<ul style="list-style-type: none"> • SD5 - Establishing a co-ordinated and consistent brand for leisure provision across the District • SD6 - Investing in opportunities and facilities either in house or with partners • SD7 - Completing an appraisal of service delivery and mechanisms used at periodic intervals • FD1 – Refurbishment of Hart and Frogmore Leisure Centres • FD3 - Development of Hart Leisure Centre as the indoor facility hub of the proposed Calthorpe Sports Village • R1 - Capital reserves to be identified for specific projects • R2 - S106 Developer contributions. Individual contributions aggregated to create a fund • R3 - S106 Developer contributions. Specific sums dedicated to specific projects • LWA 1 - Establish a mechanism to evaluate the contribution of local leisure provision to the wider agenda within the District • LWA 2 – Use the 2012 Olympics as a catalyst to encourage people to build physical activity into their every-day lives and to promote volunteering as a means to deliver greater participation.
<p>HDC Core Strategy (Preferred Options)</p>	<p>The spatial planning vision for the district, as set out in the Core Strategy is that 'Hart will apply policies and will develop and use relationships with others to champion and improve the quality of life for its communities through allowing sustainable development, conserving the local environment, enabling access to services and amenities and promoting the best use of resources.'</p> <p>As a strategic objective: 'Hart will apply policies and will develop and use relationships with others to champion and improve the quality of life for its communities through allowing sustainable development, conserving the local environment, enabling access to services and amenities and promoting the best use of resources.'</p> <p>The council aims to attempting to meet local needs through affordable housing, high quality open space, relevant and valued services, employment options, community facilities and leisure opportunities.</p> <p>Preferred Policy 13 (Public Service Provision) states 'The Council will work with its partners through the Local Strategic Partnership and otherwise to identify ways of making local services more accessible. The Council and its partners will work to deliver high quality services and facilities...'</p>

Document	Key Findings/Issues
	<p>Consultation highlighted the need for the district's retail centres to be enhanced and protected, with a need for more sports and leisure facilities, including those for children and young people.</p>
<p>Hampshire and Isle of Wight Sports Partnership Strategy 2004-2010</p>	<p>The strategy provides a framework for the development of sport and physical activity and physical education for the Hampshire and Isle of Wight Sports Partnership 2004-2010.</p> <p>It identifies 9 core sports which it will work with – girls' football, tennis, swimming, netball, basketball, rugby union, athletics, hockey and cricket, with gymnastics later added.</p> <p>A number of key objectives are identified including working closely with local authorities and schools to provide joined up opportunities to increase participation.</p> <p>In terms of facilities, the following targets are identified:</p> <ul style="list-style-type: none"> • Develop a partnership facility summary, linked to club (especially multi sports clubs, i.e. clubs where a number of sports work collaboratively to increase participation in sport and physical activity utilising the principles of LTAD), talent development and NGB plans. • Produce a database of facilities, utilising GIS software and linked to the Partnership website. • Develop a pricing policy that rewards accredited sports clubs across the partnership. • Develop a uniformed approach to discretionary rate relief across the partnership. • Continue to promote access to school sports facilities. • Encourage all swimming facilities that provide a learn to swim programme to implement the ASA national teaching plan and Aquamark.

Sport Specific Policies and Whole Sports Plans

Whole Sport Plans

- 3.34 Sport England funds NGBs to deliver the body's three outcomes - grow, sustain and excel and provides additional support to help them achieve this. NGBs are at the heart of Sport England's strategy.
- 3.35 Sport England has committed to investing £480 million through 46 governing bodies in the current four year funding cycle, with grow, sustain and excel targets with each one. Each sport has developed a Whole Sport Plan that explains how it will use this money to achieve these targets.

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- 3.36 Governing bodies will have greater autonomy over the four year public investment entrusted to them; but, alongside this they will also have greater responsibility for effective delivery against Sport England’s key targets.
- 3.37 A review of the key Whole Sport Plans (WSPs) for swimming, badminton, squash, gymnastics and basketball, with particular consideration of facility development issues, is shown below in the table below.

Table 3.6 : Whole Sport Plan Key Issues

Sport/NGB	Key Issues
<p>Swimming – Amateur Swimming Association (ASA)</p>	<ul style="list-style-type: none"> • Capital investment for 2009-2013 £1.2m • Revenue investment £19.7m • Key projects will focus on growing and retaining participants, developing number of clubs Swim 21 accredited • Delivery of local aquatic strategies which instigate full programme reviews, unlock pool hours, invest in staff training and market the benefits of swimming in a more customer focused way. Key way that the ASA hopes to work with local authorities to change the culture of swimming provision • Ring-fenced capital investment to increase number of pools that are fit for purpose (have appropriate access, reasonable cost; improve programming etc.) The local facility support project will enable small facility renovation and development. These small capital improvements will be aligned to Free Swimming capital (now no longer available) and to local aquatic strategies. (No funding to clubs outside Swim 21 network)
<p>Badminton – Badminton England</p>	<ul style="list-style-type: none"> • Capital investment for 2009-2013 £2.9m • Revenue investment £17.9m • Aim to develop badminton clubs, Community Badminton Networks (aim for 120 from 20) • Aim to develop high quality performance environments on a local level – Performance Centres, which can emerge from existing club, County Association or badminton centre. 23 PCs have been made awards, with more applications in the pipeline. • High Performance Centres will total 7 – all within Higher Education institutions – will act as hubs for regional talent and work with performance centres • Facilities objectives include delivering a network to support performance centre platform. Work to continue with Local Authorities to provide access and a Facilities Investment Manager has been appointed.

Sport/NGB	Key Issues
Basketball – England Basketball (EB)	<ul style="list-style-type: none"> • Capital investment for 2009-2013 £2m • Revenue investment £6.2m • Aim for 20% in participation, with improvements in league structures and regular playing opportunities, particularly through school competitions etc and HE/FE • EB will focus on supporting clubs to access affordable facilities • Facilities development objectives in line with EB’s 2009-2013 Facilities Plan including: Community Club Basketball Centres; Performance Basketball Centres; London 2012 Legacy Project; National Basketball Centre
Squash – England Squash & Racketball (ESR)	<ul style="list-style-type: none"> • Capital investment for 2009-2013 £2.1m • Revenue investment £11m • Focus clubs will have dedicated officer support to help establish sustainable development, competition and social activity – exhibition matches, graded events, parent and child competitions, daytime and evening squash and racketball leagues, coach and volunteer workshops and national schools competitions. • Programmes to stimulate sustained activity in public facilities (38% of courts in England are publicly owned and underutilised) will provide real for operators and a range of opportunity for the customer. • Major investment is required to maintain and enhance squash playing facilities. This will in conjunction with the other ESR interventions have a significant impact on Grow, Sustain and Excel. Relatively low cost capital schemes have been proven to make significant contributions to growth and satisfaction. The likelihood of even greater success in Interventions 1, 2, 3 in particular will be improved by using capital investment as a driver. ESR will focus on low investment – high impact projects ranging between £10,000 - £250,000.
Gymnastics – Gymnastics England	<ul style="list-style-type: none"> • Capital investment for 2009-2013 £2.8m • Revenue investment £8.6m • Aim to grow participants by 5,000 with talent pool to grow from 766 to 980 • Gymnastics England will invest in capital build projects to develop the club network and improve the quality of provision.

- 3.38 The WSPs will function as central conduits for NGBs and Sport England to invest in community sport in the next funding cycle – compliance with these, and working to achieve the wider goals set out therein, may provide greater opportunities to access funding. To inform the WSPs, NGBs are working on facility strategies and regional investment strategies.

Active People Survey Data

- 3.39 In order to better understand any wider issues in terms of sport and leisure trends within Hart, we have undertaken a headline analysis of data provided by Sport England, primarily through the Active People survey data. A study of data provided by the Active People surveys can provide greater detail on the sporting context and the District's current performance in terms of meeting Key Performance Indicators around participation and engagement.
- 3.40 The Active People survey, first conducted in 2005/6 by Ipsos MORI, on behalf of Sport England, is the largest ever survey of sport and active recreation to be undertaken in Europe.
- 3.41 A telephone survey of 363,724 adults in England (aged 16 plus), it provides reliable statistics on participation in sport and active recreation for all 354 local authorities in England at a local level (a minimum of 1,000 interviews were completed in every local authority in England).
- 3.42 The survey was updated in 2008/9 with a second set of interviews, to identify where any changes might be found, with a third survey completed in 2009/10. It should be noted that the survey sample sizes in AP2 and AP3 were only 500 in Hart.
- 3.43 The data identifies how participation varies from place to place at a local authority level and between different groups in the population. The survey also measures the proportion of the adult population that volunteer in sport on a weekly basis, are club members, are involved in organised sport/competition and receive tuition or coaching, as well as overall satisfaction with levels of sporting provision in the local community.

Headline Finding

- 3.44 Active People provides data on six Key Performance Indicators (KPIs) and operates a simple traffic light system by quartile to show immediately whether that level of performance is in the top 25% (green), middle 50% (amber) or bottom 25% (red) nationally. A comparison of the District's position against the regional and national average is shown in table 3.7 below.

Table 3.7 : Headline Key Performance Indicators

KPI	Description	AP1	AP2	AP3	Region (AP3)	National (AP3)
1	Participation at least three days a week at moderate intensity for 30 minutes	27.9	28.1	26.0	22.9	21.6
2	At least one hour a week volunteering to support sport	6.0	5.8	3.9	5.4	4.7
3	Member of sports club	33.3	32.5	35.9	26.1	24.1

KPI	Description	AP1	AP2	AP3	Region (AP3)	National (AP3)
4	Received tuition from instructor or coach in past 12 months	27.1	25.2	29.6	19.5	17.5
5	Taken part in organised competitive sport in past 12 months	21.8	24.8	21.9	16	14.4
6	Satisfaction with local sports provision	74.3	74.1	71.6	71.2	68.4

Source: Sport England Active People Survey – AP1 (2005 – 2006), AP2 (2008 -2009), AP3 (2009 – 2010)

- 3.45 The table above shows that Hart as an authority is in the top national quartile for four of the six KPIs. The AP3 KPI 2 volunteering for AP3 is in the lower national quartile and KPI 6 satisfaction with local provision is in the middle national quartile. Both of KPI 2 and 6 have seen a drop since AP1 and AP2.
- 3.46 Although there has been a slight decline in overall participation and engagement illustrated by KPI 1 – the number of adults participating in 3 x 30 minutes of sport a week – 26% in AP3, down from a peak of 28.1% in AP2 – the general picture in terms of participation and take up of sport and active recreation is very healthy.
- 3.47 Across the other KPIs, performance has remained steady – with slight increases in membership of sports clubs and those receiving tuition. The volunteering and satisfaction KPIs show a significant decline. Volunteering – down to 3.9% from 6% in AP1 and Satisfaction – down to 71.2% from 74.3% in AP1.
- 3.48 Hart is shown to be performing significantly better than the South East region in general, and significantly better than the national average in most instances. This suggests a generally high propensity among Hart residents to participate in sport and active recreation, as well as an engaged and active sporting population which participates in competitive sport, receives tuition and has a strong tendency towards joining sports clubs. This has definite implications in terms of the demand for high quality sporting opportunities and facilities.
- 3.49 In terms of key activities which could take place at the proposed facility, it is evident that there is notably above regional average participation in badminton and tennis, with above regional average participation in football and slightly above regional average participation in swimming.

Latent Demand

- 3.50 In Active People Surveys 2 and 3, additional questions were added to try and better ascertain levels of latent demand – i.e. identify how many people wanted to do more physical activity, and which activity they were most interested in.
- 3.51 When asked of respondents in Hart (the AP3 sample was half of the overall 500), 62% stated that they would like to do more physical activity. This information is useful because it can begin to show a picture of which facilities and services might be most appealing to local people.
- 3.52 Of those respondents, the most popular activities that Hart residents would like to undertake are shown below in Table 3.8 in order of interest.

Table 3.8 : Most popular activities – latent demand

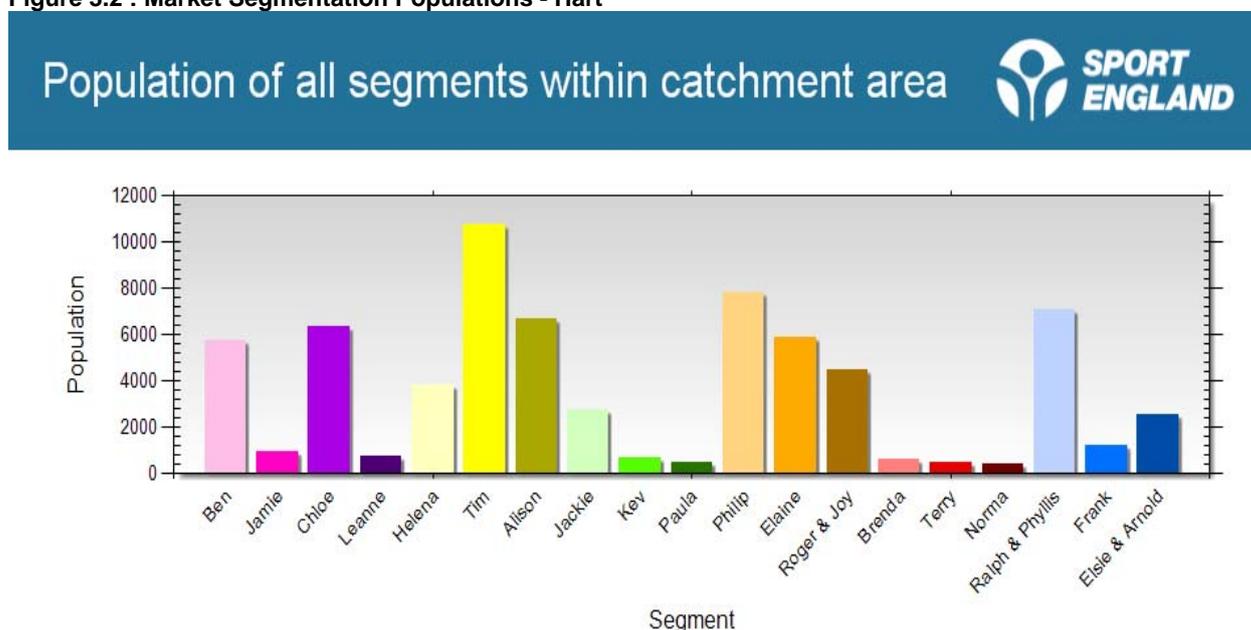
Activity	Percentage Response
Swimming/Diving	18.92%
Gym	11.75%
Cycling	9.55%
Football	8.96%
Golf	8.22%
Tennis	6.52%
Running (road)	5.66%
Jogging	4.48%
Badminton	3.98%
Keep fit/sit ups etc	3.1%

- 3.53 As the table above illustrates, there are a number of activities which are shown to be of particular interest to the population of Hart. There are clear implications in terms of the proposed facilities at the leisure centre. The activity which is shown to be most popular is swimming, with nearly 19% of respondents, next is the gym with almost 12%. Given that Hart Leisure Centre is already at capacity, and that there will be additional people moving into the District as new homes are built, and the above indicates existing latent demand, it is clear that there will need to be additional swimming pool provision to meet demand.
- 3.54 It can be seen from the table above, that nearly all the most popular activities in Hart (with the exception of golf and cycling) can be accommodated in some form via the proposed facilities, which include indoor sports hall space (badminton) and outdoor pitches (football).
- 3.55 While there are clearly many and varied reasons why respondents might not be participating in these activities currently, the evidence can at least be used to show the types of facilities which might theoretically reach the greatest market. In this way, it can be suggested that the long list of potential facilities at the proposed leisure centre does have a generally good synergy with many of the activities identified by the survey.

Market Segmentation

- 3.56 Sport England has developed a segmentation model, made up of 19 'sporting' segments to break down the population which are aimed to help understand the attitudes, motivations and perceived barriers to sports participation. Based on an Experian model, the segmentation tools aim to help develop tailored interventions, communicate more effectively with target markets and to better understand participation in the context of different stages of life.
- 3.57 The total populations of the 19 segments (each of which has a given 'name') are shown below as Figure 3.2. This demographic profile has implications because certain activities and sports are typically more popular with certain groups. Therefore there is a relationship between the market segments and the kinds of facilities which might help to service demand and cater for the population's interests.

Figure 3.2 : Market Segmentation Populations - Hart



- 3.58 An analysis of this data for Hart District shows the following notable trends in terms of comparison with the regional and national picture:

- **Lower than average numbers of:**
 - Segment 2 – sports team drinkers (Jamie)
 - Segment 4 – supportive singles (Leanne)
 - Segment 8 – middle England mums (Jackie)
 - Segment 9 – pub league team mates (Kev)
 - Segment 10 – stretched single mums (Paula)
 - Segment 5 – career focussed females (Helena)
 - Segment 13 – early retirement couples (Roger and Joy)
 - Segment 14 – older working women (Brenda)

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- Segment 15 – local ‘old boys’ (Terry)
- Segment 16 – later life ladies (Norma)
- Segment 18 – twilight year gent (Frank)
- **Higher than average numbers of:**
 - Segment 1 – competitive male urbanites (Ben)
 - Segment 3 – fitness class friends (Chloe)
 - Segment 6 – settling down males (Tim)
 - Segment 7 – stay at home mums (Alison)
 - Segment 11 – comfortable Mid –Life Males (Philip)
 - Segment 12 – empty nest career ladies (Elaine)
 - Segment 17 – comfortable retired couples (Ralph & Phyllis)

3.59 Overall, the data is reflective of a generally affluent demographic area, with large percentages of groups, which are typically sporty, with a higher propensity to participate than other groups, which may be of a comparable age.

3.60 The key activities which are typically associated with the main groups (shown in the figure above) are highlighted in Table 3.9 below:

Table 3.9 : Typical activity – dominant social groups in Hart

Segment	Popular activities
Segment 6 – settling down males (Tim)	Cycling; Keep fit/Gym; Swimming; Football; Athletics; Golf
Segment 11 – comfortable mid life male (Philip)	Cycling; Keep fit/Gym; Swimming; Football; Golf; Athletics
Segment 17 – comfortable retired couples (Ralph & Phyllis)	Keep fit/Gym; Swimming; Golf; Bowls
Segment 7 – stay at home mums (Alison)	Keep fit/Gym; Swimming; Cycling; Athletics
Segment 3 – fitness class friends (Chloe)	Keep fit/Gym; Swimming; Athletics; Cycling
Segment 1 – competitive male urbanites (Ben)	Most sporty of the 19 segments – Football; Keep fit/Gym; cycling; athletics; Swimming; Badminton and Squash.

- 3.61 As table 3.7 illustrates, there are some consistent messages in terms of the kinds of activities which are most popular with these social groups (although clearly each has different levels and intensities of participation) – cycling, keep fit/gym, swimming and athletics all appear frequently, as does golf.
- 3.62 The market segmentation analysis allows the analysis of ‘dominant’ groups within a given geographical area. In the case of Hart, the dominant group overall is Segment 6 (Tim) – this is generally the case across the more rural wards and super output areas. However, there are concentrations of Segment 13 (Roger & Joy - early retirement couples) and Segment 11 (Philip) to the north and east of Yateley (around Frogmore and Blackwater).
- 3.63 In Fleet, there is a mixture, with Segments 6 (Tim settling down males) and 17 (Ralph and Phylis comfortable retired couples) (settling down males and comfortable retired couples) tending to dominate the south east of the district, including Fleet itself, with Segment 8 (Jackie) also tending to be found in the wards to the south of the district.

Key considerations

- 3.64 The key issues to emerge from the above analysis with relevance to this study include:
- **In terms of deprivation Hart District ranked 353 out of 353 in 2007 making it the least deprived district authority in England and retained its 2004 position.**
 - **Generally good access to cars**
 - **Population is growing, with further growth expected**
 - **Population is aging**
 - **Rate of participation is higher than regional and national benchmarking**
 - **High level of participants are members of sports clubs**
 - **A high level of participants have participated in tuition or coaching**
 - **Affluent demographic area, with large percentages of groups which are typically sporty, with a higher propensity to participate than other groups which may be of a comparable age.**
 - **Market segmentation identifies need for swimming, keep fit/gym, badminton, squash, and football**
 - **Satisfaction rates with current provision are declining**

4. Supply and Demand Assessment

Introduction

- 4.1 In this section we set out the statistical supply and demand assessment for swimming pools, sports halls and health and fitness stations. These three facility types have been chosen as they represent the current facilities at Hart Leisure Centre and are typical core facilities of a wet/dry leisure centre.
- 4.2 In addition, to the statistical supply and demand assessment for swimming pools, sports halls and health and fitness stations. Consultation has been undertaken with existing sports clubs who use the current Hart Leisure Centre and the NGBs for Badminton, Squash, Football, Netball, Basketball, Gymnastics, and Swimming.

Catchment area

- 4.3 In order to understand how supply and demand is currently balanced in Hart, we have calculated catchment areas using a 20 minute drive time and a 20 minute walk time from the existing Hart Leisure Centre site using Sport England's Active Places Power tool. The reason for using 20 minutes is that it represents indicators developed by Sport England, with the Audit Commission, and was included in the CPA framework 2006. In addition the Amateur Swimming Association has found that attendance drops outside 20 minutes travel time from a swimming pool.
- 4.4 The 20 minute drive time catchment Table 4.1 shows access to the Leisure Centre for a population of 255,040.

Table 4.1 : Source: Active Places Power 20 minute drive time catchment existing Hart Leisure Centre

Gender	Total Population
Males	127973
Females	127067
Total	255040

- 4.5 The 20 minute walk time catchment Table 4.2 below shows access to the Leisure Centre for a population of 5,728

Table 4.2 : Source: Active Places Power 20 minute walk time catchment existing Hart Leisure Centre

Gender	Total Population
Males	2827
Females	2901
Total	5728

Facility Audit

Swimming Pools

4.6 The audit of swimming pool provision demonstrates there is a diverse portfolio of 9 pools, across the District. However, of these three pools are within private ownership - one within a private health club, and 2 within a country club spa hotel. **All 9 pools are currently operational, however only Hart Leisure Centre provides full community access, and only one facility (Hart Leisure Centre) provides a teaching pool.** By community access, we mean that that the facility is available, without additional membership fees, for pay and play usage by the local community.

4.7 The total publicly accessible water space for community access is 422.75m² at the existing Hart Leisure Centre.

4.8 As part of the consultation for this study the Amateur Swimming Association quoted the following:

“Hart District is the second richest area in England and the least deprived local authority area so it must be assumed that the commercially owned swimming pools are accommodating a significant % of swimmers; but even allowing for that, provision is well below the national average.”

4.9 Sport England’s Active Places Power Planning tool identifies that Hart District has below average water space m² per 1000 population. Table 3.3 shows that Hart has a ratio of 17.04 m² of water space per 1000 population compared to South East 24.09 and England 19.29.

Table 4.3 : Source Sport England Active Places Power Planning Tool Ratio of m² water space per 1000 population

England Ratio :	19.29 m²
South East Region Ratio:	24.09 m²
Hart District Ratio:	17.04 m²

Audit of Sports Halls

4.10 Sports hall size is a significant issue as it directly affects the variety of activities that can be accommodated in the facility. For volleyball, basketball and netball at a basic club and competitive level, a four badminton court hall is sufficient, although it does not, in some instances, leave adequate space for run off requirements on a netball court or basketball court.

4.11 Sport England’s Active Places Power Planning Tool and our own desk top audit have identified 46 badminton courts across Hart District. However, we have based our analysis on 4 court halls and above to meet the requirements of other sports as stated above.

4.12 The analysis of supply is based on 4 badminton court halls being the minimum acceptable “unit” of provision, and the following table identifies the provision of such facilities in Hart. The facility audit has identified a total of 29 courts within the district, with facilities with 4 court sports halls or above.

Table 4.4 : Current Supply of Badminton Courts in Hart (4 courts or above)

Site Name	Facility Sub Type	Ward	Number of Badminton Courts	Access Type
Court Moor School	Main Hall	Fleet Courtmoor Ward	4	Sports Club / Community Association
Frogmore Leisure Centre	Main Hall	Yateley East Ward	4	Pay and Play
Hart Leisure Centre	Main Hall (large)	Fleet West Ward	5	Pay and Play
Raf Odiham Gymnasium	Main	Long Sutton Ward	4	Sports Club / Community Association
Robert May's School	Main	Odiham Ward	4	Sports Club / Community Association
St Nicholas School	Main	Crondall Ward	4	Sports Club / Community Association
Yateley Health & Fitness	Main	Yateley West Ward	4	Restricted membership only

- 4.13 The sports halls identified in the table above currently have different levels of use. 20 of the courts are used and hired out mainly in the evenings only by clubs and sports organisations or there is restricted membership only at Yateley Health and Fitness. The only pay and play facilities open to the full community are at Frogmore Leisure Centre (4 Court Hall) and Hart Leisure Centre (5 Court Hall). There is an additional 3 court hall that can be used for Pay and Play at Hart Leisure Centre.

Health & Fitness

- 4.14 Demand modelling for health and fitness facilities has been undertaken utilising the Health and Fitness Penetration rate for 2010 of 12.0 % (Fitness Industry Association). It should be noted that this 12.0% rate is a national average figure and does not take into account peaks and troughs in demand. More detail is provided within Appendix 1 - Supply and Demand Modelling for Health and Fitness.
- 4.15 The demand modelling for Hart District indicates that there is a current demand (2010) for 319 fitness stations within the district. The actual supply of fitness stations is 387 stations. The demand modelling suggests a surplus of 68 fitness stations in the district.

- 4.16 However, when the projected population data is put into the model the model indicates a projected demand for 358 fitness stations. The demand modelling suggests a surplus of 29 stations.
- 4.17 With some of the audited health and fitness clubs needing refurbishment. It is practical to say that a new larger health and fitness gym at a new Hart Leisure Centre would compete with the private sector market for income and satisfaction. It is a known fact that new quality facilities attract customers. There is no reason in this day and age with the market and demographics across Hart District that the Local Authority should not compete with the private sector to increase income and sustain other sport and physical activity on the back of the high income earned from fitness facilities.

Sports Facilities Calculator (SFC) Toolkit

- 4.18 The SFC toolkit has been developed by Sport England to help local planning authorities quantify how much additional demand for the key community sports facilities (swimming pools, sports halls and synthetic turf pitches), is generated by populations of new growth, development and regeneration areas.
- 4.19 The SFC is designed to be used to estimate the facility needs of discrete populations, created by a new community of a residential development. It considers the demand for facilities and does not take into account any existing supply of facilities, so it cannot show us the supply/demand balance on its own.
- 4.20 Nevertheless, it can be a useful tool, as it uses information on who uses facilities and applies this to the actual population profile of the local area. This ensures that the calculation is sensitive to the needs of the people who live there.
- 4.21 The SFC then turns this estimation of demand (visits per week) into the equivalent amount of facility which is needed to meet these visits each week. For swimming pools it uses square metres of water, lanes and 25m, four lanes pool units. For halls, it uses the number of badminton courts and four court hall units.
- 4.22 When the SFC is applied to the whole district of Hart for Swimming Pools, Sports Halls and Synthetic Turf Pitches, the results are as follows. The different populations shown reflect the population currently (source: Sport England Local Sports Profile Tool) and in 2026 using estimated new housing population based on 3 persons per dwelling 11,220 as identified in paragraph 3.17 and 3.18 of this report, to show the potential future demand.

Table 4.5 : Sports Facility Calculator demand model run – Hart district

	Year	Population	Swimming Pools	Sports Halls	Synthetic Turf Pitches	Difference
Hart District	2010	92,700	1,018m ²	29 badminton courts	3 pitches	123m ² water space; 3 courts and 1 pitch
	2026	103,920	1,141m ²	32 badminton courts	4 pitches	

- 4.23 Table 4.5 shows that across the District as a whole, the population growth from 2010 to 2026 might suggest a need for an additional 123m² of water, three more badminton courts of hall space, and 1 extra synthetic pitch. As much of the housing growth will be within the catchment area of the present leisure centre. Accommodating the increased facility demand is an essential consideration for any new leisure facility in the future.

4.24 Table 4.6 provides increased facility needs based upon the current Hart Leisure Centre 20 minute walk time catchment 2010 and increased by 11,120 by 2026. The increased facility needs in table 4.6 are comparable with those in Table 4.5. This suggests that the increased facility needs are within the 20 minute walk area of the existing Hart Leisure Centre.

Table 4.6 : Sports Facility Calculator demand model run – Hart Leisure Centre 20 minute walk time catchment

	Year	Population	Swimming Pools	Sports Halls	Synthetic Turf Pitches	Difference
Hart District	2010	5,728	57.18m ²	1.61 badminton courts	0.18 pitches	111m ² water space; 3.11 courts and 1 pitch
	2026	16,844	168.18m ²	4.72 badminton courts	0.52 pitches	

Modelling implications – SFC

Swimming

- 4.25 As was highlighted earlier in this section, our auditing process has shown there to be 422.75m² of full community accessible water swimming pool space currently within Hart District. The SFC demand modelling suggests that there is a current demand for 1,018m² of water space. The projected population through new housing projects a demand district wide for 1,141m² of water space in the future and a projected demand in the 20 minute walking catchment of the current Hart Leisure Centre of 168.18m² of water space. Table 4.5 identifies the need for an additional 123m² of water space across the district and table 4.6 identifies an additional need for 111m² of water space within the 20 minute walking distance catchment of the current Hart Leisure Centre.
- 4.26 This shows that there is an additional need for water space in Hart District and particularly within the 20 minute walking distance catchment of the current Hart Leisure Centre to deal with current and future likely demand.

Sports halls

- 4.27 The audit of sports halls has shown there to be space equivalent to 29 courts in Hart District. The SFC projected population demand modelling suggests that there is a demand for 32 courts district wide, suggesting a theoretical under supply equivalent to 3 courts in the future and that these should be provided for within the 20 minute catchment of Hart Leisure Centre e.g. the new leisure centre.
- 4.28 The SFC Table 4.5 and Table 4.6 suggest the need for additional badminton court space but in sports halls of the correct size to meet other sports such as volleyball, basketball and netball requirements.

Neighbouring Authorities

- 4.29 We have also examined the provision levels in neighbouring authorities using the Active Places Power Planning Tool. The tables below show the m² swimming pool water space per 1000 population, m² sports hall space per 1000 population and the number of fitness stations per 1000 population for each of the neighbouring authorities.

Table 4.7 : m2 swimming pool water space per 1000 population

Local Authority	m2 Swimming Pool water space per 1000 population
Hart	17.04
Basingstoke & Deane	24.66
Bracknell Forest	44.68
East Hampshire	24.26
Rushmoor	25.19
Surrey Heath	17.21
Waverley	40.66
Wokingham	32.40

Source: Active Places Power Planning Tool

- 4.30 Table 4.7 shows that Hart has the lowest m2 swimming pool water space per 1000 population compared to its neighbouring local authorities.

Table 4.8 : m2 sports hall space per 1000 population

Local Authority	m2 Sports Hall space per 1000 population
Hart	91.51
Basingstoke & Deane	82.70
Bracknell Forest	110.73
East Hampshire	94.31
Rushmoor	91.06
Surrey Heath	70.52

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Local Authority	m2 Sports Hall space per 1000 population
Waverley	115.46
Wokingham	101.14

4.31 Table 4.8 shows that Hart has the third lowest m2 sports hall space per 1000 population above Surrey Heath (70.52), Basingstoke and Deane (82.70), Rushmoor (91.06) and then Hart (91.51).

Table 4.9 : Number of fitness stations per 1000 population

Local Authority	Fitness Stations per 1000 Population
Hart	5.47
Basingstoke & Deane	6.74
Bracknell Forest	5.88
East Hampshire	4.69
Rushmoor	7.38
Surrey Heath	5.85
Waverley	6.07
Wokingham	7.48

4.32 East Hampshire (4.69) has the lowest ratio of fitness stations per 1000 population. Hart is next lowest with 5.47 and the highest is Wokingham (7.48).

4.33 The tables 4.7 – 4.9 shows that HDC could raise its water space m2, sports hall space m2 and number of health and fitness stations per 1000 population when compared to neighbouring authorities.

4.34 It has been identified through consultation with neighbouring authorities that none is about to build a new leisure centre or carry out a major refurbishment of existing leisure centres. Basingstoke and Deane is, however, about to embark on a strategic analysis of sport and leisure facilities. Officers at Basingstoke and Deane have stated that any new leisure facility will probably be built where there are new housing developments in the future. It is unlikely that any new facilities will be built or existing facilities will be extended in the Town Centre. Surrey Heath has recently refurbished the Arena Leisure Centre.

Consultation

National Governing Bodies (NGBS)

- 4.34 NGBs were asked if there was a specific need for their sport in a new Hart Leisure Centre. Their replies are as follows:
- 4.35 **Badminton Association of England (BAE)-** BAE is unlikely to require a new facility in this area for any of its Performance Centre work; BAE anticipate its main use being from a club/community perspective. In light of this a 6 court facility would be ideal, however more courts would enable opportunities for competition and events to be hosted at the centre.
- 4.36 **England Basketball (EB) -** Facility requirements for EB Youth and Recreational - court 26m x 14m. Surround 2.05m, Benches 3.05m, Overhang 3.20m, Height 7m, and Light 500 Lux, Flooring semi sprung wooden or synthetic.
- 4.37 **Football -** Fully support the additional need for a 3G pitch and small sided games facilities along with 4 additional 11 aside grass pitches. The FA development officer stated there is a need in the area for additional pitches.
- 4.38 **England Gymnastics -** The standard of facility should meet the requirements for the level of gymnastics programme being offered. The development of facilities in the region will be boosted through gymnastics clubs working together, 'Club Networks' will help to ensure provision is made at all levels of the sport. This will include the development of 'HUB' clubs to develop talented gymnasts and ensure opportunities are provided for recreational clubs.
- 4.39 Any new Leisure Centre in Hart should be able to cater for gymnastics providing for: Developing participation (non-competitive); sustaining participation; introduction to the sport and providing a regular participation opportunity, as well as established programmes leading to county and/or regional level participation and competition. The activities should be - Pre-school, School-club links, BG Award Schemes, Key Step, Next Step, Proficiency Scheme. Those that progress through Gymnastics should be signposted to other clubs in or outside of Hart District through the 'Clubs Network'.
- 4.40 **Swimming - The Regional ASA has stated:** 'The replacement of a like for like facility would be the least acceptable provision to meet ASA requirements. Given that the area is partially rural and there are no large towns the best option for the ASA would be a 25m x 16.5m (8 lane) pool sited in the largest population cluster'.
- 4.41 **Table Tennis -** if a centre was built with specifications suitable for table tennis, this would facilitate use of the centre for Grand Prix circuits (once a season), and Regional qualification events (once a season). On a more local basis, it could potentially be a home for a local table tennis club, local events. Obviously, usage all depends on the hire cost!
- 4.42 **England Netball –** Would like to be involved if the facility was to go ahead.
- 4.43 **England Squash and Racquetball –** The England Squash and Racquetball Facilities and Investment Manager recommends at least a three court system for public leisure facilities, this system would incorporate movable walls which can be utilised for alternative uses and increase flexibility etc. there are two providers of this system at present (ASB & Courtech). It would be a big hit to lose 6 courts, however I do not know what the local usage is like and on this basis I would say that at least a 4 court system would be required to support the current activity and capacity for growth in participation. The Rotherham Excel moved to a similar 4 court system with two movable with great success, in off peak periods the courts are used for other delivery/community programmes to maximise revenue.

Existing Sports Club Consultation

- 4.44 The following clubs have been consulted and have identified their facility requirements for a new facility in Hart District.

Table 4.10 : Sports Club Facility Requirements

Sports Club	Facility Requirements
Hart Squash Club	2 glass back courts with spectator seating and 4 non glass backed courts with improved heating and ventilation; improved changing facilities; more car parking spaces and a café/bar.
Phoenix Squash Club	3 – 4 squash courts where all walls are internal walls with improved heating and ventilation, more car parking and a café/bar.
Pinewood Badminton Club	No additional badminton courts required; café/bar and improved car parking.
Fleet Falcon Badminton Club	No additional courts required, but lighter blue walls are needed to improve vision of the shuttlecock. Purpose built hall with dedicated markings; improved changing facilities, café/bar and improved and more car parking.
Hartley Whitney Badminton Club	No additional badminton courts; improved floor; improved changing facilities; café/bar and improved car parking.
Hart Gymnastics Club	Preferably 2 pits; increased access to large sports hall; meeting room; office; private room to meet parents; a sunken trampoline; a training environment that can be maintained at 18 degrees; permanent sound system; permanent tumble track; trophy cabinet; access to physiotherapy support; improved parking arrangements and catering facilities.
Hart Swimming Club	Additional water space 5.30pm – 6.30pm; additional lane time for squad coaching; 25m x 8 lane pool, teaching pool to be used for general community swimming, which is also capable of providing for swimming competitions; both pools to have moveable floors; main pool 500 spectator seats, learner pool 30 spectator seats; electronic timing system; improved changing facilities; additional car parking bays. There is competition for water space between the Centre Swimming Lesson programme, general public swimming and club swimming. There is currently insufficient water space for all main usage types to access the time they require, and for the Swimming Lesson programme to expand and meet its waiting list demands.

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- 4.45 As part of the Sport England Market Segmentation Tool. It is possible to identify within a 5KM radius of the existing Hart Leisure Centre what percentage of the population within the 5KM catchment currently participate in sports these are highlighted in table 4.11 below.

Table 4.11 : Percentage of Population Participating in Identified Sports within a 5KM radius of Hart Leisure Centre

Sport	Percentage of Population Participating
Keepfit and Gym	19.2%
Swimming	16.6%
Football	8%
Badminton	2.7%
Squash and Racquetball	1.5%
Martial Arts	1.1%
Basketball	0.7%
Netball	0.6%
Table Tennis	0.5%
Rugby	0.4%
Volleyball	0.4%
Dance	0.3%
Gymnastics and Trampoline	0.2%

Source: Sport England Market Segmentation

- 4.46 Table 4.11 identifies that the highest participation is keepfit and gym (19.2%) followed by swimming (16.6%), then football (8%) and badminton 2.7% and squash and racquetball 1.5%.
- 4.47 The Sport England Market Segmentation Tool also identifies latent demand those people that would like to play. Table 4.12 shows the percentage of the population that would like to play identified sports.

Table 4.12 : Percentage of Population that would like to participate in Identified Sports within a 5KM radius of Hart Leisure Centre

Sport	Percentage of Population Participating
Swimming	14.6%
Keep fit and Gym	7.8%
Badminton	2.2%
Football	2.1%
Squash and Racquetball	0.9%
Martial Arts	0.8%
Basketball	0.4%
Netball	0.4%
Rugby	0.4%
Table Tennis	0.2%
Dance	0.2%
Gymnastics and Trampoline	0.2%
Volleyball	0.1%

Source: Sport England Market Segmentation

- 4.48 Table 4.12 identifies that latent demand is highest in swimming (14.6%) followed by keep fit and gym 7.8%, badminton 2.2%, football 2.1% and squash and racquetball 0.9%.

4.49 The dominant Sport England Market Segments are highlighted in paragraph 3.62 for the Fleet area and they are the same for the 5KM catchment area surrounding Hart Leisure Centre. These market segments include:

- **Tim (Settling down Males), Tim is an active type that takes part in sport on a regular basis. Almost two thirds take part in sport at least once a week, compared with 40% of all adults. 27% of this segment does three 30 minute sessions of moderate intensity sport per week, compared to 15% of all adults. 66% of this segment would like to do more sport compared to 52% of all adults. 17% would like to do more swimming compared to 27% of all adults and more keep fit and gym (10%). Tim is more likely to be a member of a club to play sport and most likely to take part in competition.**
- **Ralph and Phyllis (Comfortable Retired Couples) have below average levels of sports participation. 71% of this segment has done no sport in the past 4 weeks compared with the average of 60% of adults. 28% have participated in sport at least once a week which is higher than other segments of that age. 9% have undertaken three sessions of sport a week compared with 11% of the over 66 age group. 27% OF Ralph and Phyllis’s would like to do more sport compared to 52% of all adults. The two top sports that Ralph and Phyllis would like to do more of are swimming 25% and keep fit and gym 7%**
- **Jackie’s (Middle England Mum’s) participation levels are slightly higher than the general adult population. Almost half take part in sport more than once a week. 16% of people in this segment do three sessions of 30 minute, moderate intensity sport at least three times per week compared to 15% of all adults. 67% of this segment would like to do more sport compared to 52% of all adults. Of this segment, 35% would like to do more swimming compared to 27% of all adults. Other sports Jackie would like to do more of are keep fit and gym 19%.**

4.50 On the basis of the consultation undertaken, and the market segmentation analysis of the 5KM catchment area, there are a number of important considerations to be taken into account in terms of developing a replacement for the existing Hart Leisure Centre, to ensure that a new facility meets and addresses current and latent demand, and critically, is ‘future-proofed’ so that it will also accommodate and meet future demand appropriately. Table 4.13 takes into consideration the consultation and the current and future demand.

Table 4.13 : Key considerations for new facilities

Facility	Key considerations for new facilities
<p>25m x 8-lane deck-level swimming pool with 250 spectator seats with moveable floor</p>	<ul style="list-style-type: none"> • Swimming is one of the most popular forms of physical activity in the District, and within the 5km catchment area of Hart Leisure Centre (16.6%). There is also a high latent demand for swimming within the catchment area (14.6%) • Auditing shows a need to raise the amount of m2 water space provision of public swimming pool provision within Hart District this is backed up by the ASA Facility model. • Majority of local neighbouring authorities have more m2 swimming pool water space per 1000 population compared to Hart. • Current water space cannot meet the demands of the current swimming lesson programme, the needs of the community and swimming club. Additional water space is required.

Facility	Key considerations for new facilities
	<ul style="list-style-type: none"> • Need for more water space to provide for new population from new housing and meet current demands of general public swimming, lesson swimming and club swimming requirements • Currently no pool of the correct size in the District for Competitive swimming – no eight lane pool. • ASA as a minimum requirement would like to see a 25m x 8 lane pool in the largest area of population. • Moveable floor would allow for flexible programming of the pool to provide for deep water activities such as water polo (constant 2m depth and shallow water activities for children and people with disabilities. • Spectator seating to meet requirements for competition and follow ASA facility guidelines minimum 250 with 6 wheelchair spaces.
<p>Teaching Pool tank (approximately 20m x 4 lanes with movable floor)</p>	<ul style="list-style-type: none"> • Larger teaching pool would allow for minimum warm up area for short course competitions and open meets organised by the club and provide income to the swimming club and financial sustainability. • Swimming lesson programme and Club will be able to use a pool whilst the main pool is used for other activities such as swimming lessons and vice versa. • Provides better facilities for swimming teaching – major income stream • Moveable floor means additional flexibility with programming of all swimming pool facilities
<p>150 station fitness suite with dedicated changing facilities</p>	<ul style="list-style-type: none"> • Market segmentation identifies that current participation is high in the 5km catchment area around Hart Leisure Centre 19.2%. This is higher than the national participation of 12% and that latent demand in the catchment area is 7.8%. • Important income generation tool • Upgrade in terms of overall stations and space from current provision • Would have greater appeal to wide cross section of community • Quality facility and would compete with the private sector as a new quality facility • Majority of neighbouring local authorities have more number of fitness stations per 1000 population than Hart.

Facility	Key considerations for new facilities
6 court and 4 court sports hall	<ul style="list-style-type: none"> • SFC modelling shows theoretical under supply of hall space, and swimming pool provision when using projected population data. • 6 court hall would allow for greater flexibility for team sports such as basketball, volleyball and netball. Will meet the Badminton NGBs requirements of number of courts required. • Increased population through new housing will require additional badminton court space. • The two sports halls will allow for greater flexibility with events and completion's taking place in the larger sports hall and community and club use in the smaller hall. The two halls will allow for flexibility of programming when events are taking place.
Three good sized dance studios	<ul style="list-style-type: none"> • Necessary as part of a good quality health and fitness offering • Taps into current trends for group exercise – especially step; yoga; pilates; body pump; aerobics; spinning etc.
Three squash courts (potentially glass backed)	<ul style="list-style-type: none"> • 3 squash courts are sufficient for the activities of the existing clubs • Space could 'double' as studio space, but some issues over usage clashes
Café area as part of a larger reception area	<ul style="list-style-type: none"> • Need for reception to be more welcoming and user friendly • Trends away from solely providing vending machines • Would need to be of good quality
Spa Wet suite including sauna/steam room, jacuzzi	<ul style="list-style-type: none"> • Essential part of creating a 'private club' standard facility • Part of helping to increase membership income

5. Facility Mix Options

Introduction

- 5.1 In this section the potential facility mix to be delivered at the new Hart Leisure Centre is examined. This includes a consideration of the facilities as proposed in the initial option suggested by HDC and takes into account the strategic participation context, audit and supply assessment and feedback from sports clubs and governing bodies of sport.
- 5.2 Additional facilities which may be viable at the Hitches Lane site have also been examined. The shortlist of facilities and their suggested specification has been informed by a number of strands, shown below, however, it should be noted that this has been taken as a desktop exercise, and is based on our significant experience elsewhere, plus our knowledge of new facilities that have been built throughout the United Kingdom.
- **Review of the Strategic Context**
 - **Statistical supply and demand analysis**
 - **Consultation with sports clubs based at HLC**
 - **Consultation with Governing Bodies of Sport**
 - **Overview examination of Patronage of the existing HLC**
 - **Our experience of comparable facilities within the South of England**

Core Facility Mix

- 5.3 To some extent the facility mix will 'evolve' this may be due to available funding and, as the business case illustrating capital and revenue implications is developed and refined. However, it is important to have a starting point, and Table 5.1 illustrates the 'Core' facility mix for a new Hart Leisure Centre, which is based on the assessment of need, consultation with governing bodies of sport and local sports clubs and Sport England's Market Segmentation.
- 5.4 It is clear from the strategic context that Hart is the least deprived district authority in the 2007 IMD statistics with high attainment in education and income levels.. The market segmentation identifies 3 clear segments in the 5km catchment area and there are clearly high expectations of an affluent and educated community. The market segmentation tables of current participation in sports within the 5km catchment area of Hart Leisure Centre Table 4.10 and the latent demand identified by the market segmentation analysis of sports people would like to take part in in Table 4.11 clearly identify the need for certain sports.
- 5.5 A study of data provided by Sport England's Active People surveys provides greater detail on the sporting context for the District. The District is performing better than the South East region in general, and significantly better than the national average in most instances. In terms of key activities which could take place at the proposed facility, it is evident there is above regional average participation in badminton, and football, plus above regional average participation in swimming.

Table 5.1 : Suggested Core Facility Mix New Hart Leisure Centre

- **400 space car park, porous material to blend with countryside surroundings**
- **CHP to service the building**
- **1 x 25m x 8 lane competition equipped swim pool with competitor and spectator seating with moveable floor to overall depth of 2m. 500 spectator seats.**
- **1 x 4 lane x 20m teaching pool with moveable floor to overall depth of 1.8m separated from sight and acoustically from the main pool. 30 spectator seats.**
- **Swim village changing/lockers plus club changing room**
- **1 x 10 badminton court hall or equivalent**
- **x Squash Courts**
- **x multi purpose dance / activity studios**
- **1 x conference / party catering suite**
- **1 x crèche**
- **150 station fitness gym overlooking pools with own changing facilities**
- **Social facility for members**
- **Sports fixtures / fittings / equipment through out building**
- **Dry side indoor changing facilities**
- **Vending and seating area overlooking outdoor facilities**
- **Staff changing facilities**
- **Staff Management/admin suite**
- **Adequate storage for all activity areas**
- **Changing facilities for external sports pitches.**
- **x 11 – a- side football pitches**
- **1 x 4 five a side court/full size football artificial grass pitch (3G)**
- **Massage room, Plunge Pool, Steam Room, Jacuzzi**

Building Schedule and Capital Costs – ‘Core’ Facility Mix

5.6 Table 5.2 below sets out the schedule of accommodation for the core indoor facility mix.

Table 5.2 : Schedule of Accommodation Core Indoor Facility Mix and Outdoor Changing

Facility Element	Ground Floor Area (m2)	First Floor Area (m2)
25 metre, 8 lane competition pool, with integral movable floor (see point 6.9-6.11)	425	
20 metre teaching / leisure pool with moveable floor	212.5	
Swimming spectator area (250)	400	
6 badminton Court Sports Hall	918	
6 Court Sport Hall Store	92	
4 Court Sport Halls Stores	60	
4 badminton Court Sport Hall	600	
Health and Fitness Suite		525
Health and Fitness Changing Rooms		150
3 Multi purpose dance / activity studios, flexible spatial design		375
3 squash courts	180	
1 Conference / party catering suite		225
Crèche	200	
Cafeteria and seating area	80	

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Facility Element	Ground Floor Area (m2)	First Floor Area (m2)
Staff, first aid and timing room	140	
Office space	80	
Plant room	130	
Wet side changing room	315	
Indoor dry side changing room (M/F/buffer)	150	
Ten outdoor changing rooms	212	
Toilets	25	25
Reception / admin	110	
Foyer	30	
Shared meeting room / education area	237	
Lockers/Circulation/Poolside/Storage	500	170
Massage room, Plunge Pool, Steam Room, Jacuzzi	80.5	
FLOOR TOTALS	5,177 (m2)	1,470 (m2)
LEISURE CENTRE TOTAL SQM	6,647 (m2)	

5.7 The inclusion of a moveable floor within the main pool and teaching pool will enable HDC to change the water depth over part or all of the pool tank area, and thereby achieve greater programming flexibility, and allowing more activities to be accommodated within the pools, that would otherwise be compromised by a fixed depth of water. Moreover, there is evidence of greater through-put where used.

- 5.8 If a movable floor is provided as part of the teaching/leisure swimming pool, automatically folding steps can be integrated with the movable floor to allow parent and child, plus those with disabilities to access the pool more easily, regardless of its set depth.

Landscape, Parking and Land Take

- 5.9 In addition to the consideration of the size, configuration and scope of the facility mix, is the land required and the costs involved for external works.
- 5.10 The new Hart Leisure Centre will be built alongside an 84 acre country park, incorporating woodland, greenery, meadowland, informal open spaces and play areas. The new leisure centre will, as far as possible, need to blend seamlessly with the outdoors. It is therefore essential the landscape design for the new Hart Leisure Centre carefully considers the layout and orientation of the sports facilities including detailed design of car parking, access routes, signage and planting.
- 5.11 HDC Leisure and Open Spaces have requested 400 parking spaces are included within the facility mix to allow for peak periods when the leisure centres, natural turf pitches, 3G and country park visitors will be arriving/using the indoor/outdoor sports facilities and country park.
- 5.12 Recent government advice to planning authorities is to provide for demand based on local circumstances. In an affluent, area such as Hart the number of vehicles and parent and baby requirements can be anticipated as higher than average. The indicative capital costs for the 'Core' facility outlined within this report make allowance for 400 car parking bays, requiring 15,260 square metres, at an estimated cost of £600,000.

Schedule of Areas (Core Facility Indoor Mix & Car Parking)

- 5.13 Table 5.3 (below) sets out the schedule of areas for the Leisure Centre and associated car parking.

Table 5.3 : Schedule of areas for the Leisure Centre and associated car parking

Schedule of Areas	Square Metres
Gross Site Area required	TBC following master planning stage
Building land take area for; Core' Indoor Facility Mix	Single Storey design option – 6,647 m2 Two storey design option – 5,177 m2
Gross Floor Area (internal and external)	Single Storey Leisure Centre – 6,647 m2 plus Car Parking – 15,260 m2 Total 21,747 m2 Two storey design option - 5,177 m2 plus car Parking – 15,260 m2 Total 20,316.5m2

Summary of Elemental Capital Costs (Core Facility Mix)

- 5.14 A summary of estimated elemental costs for the 'Core' facility indoor mix option of the new Hart Leisure Centre is outlined in table 5.4 below. These indicative figures have been calculated based on current costs, provided by an architect.

Summary of Elemental Capital Costs (Core Facility Mix)

- 5.15 A summary of estimated elemental costs for the 'Core' facility indoor mix option of the new Hart Leisure Centre is outlined in table 5.4 below. These indicative figures have been calculated based on current costs, provided by an architect.

Table 5.4 : Summary of indicative elemental costs for the Core Facility Mix New Hart Leisure Centre, e Outdoor Sports Changing Rooms, and Park Rangers Accommodation and Vehicle Parking

Element	Total Cost (£'s)	Cost (£'s) per m2
Internal Floor Area of the Leisure Centre, plus external sport space changing rooms and park rangers facilities	£12,839,000	£ 2,000
External Works Area of the Leisure Centre (including park ranger accommodation and vehicle parking)	£ 1,675,000	£ 93
Contractor Preliminaries	£ 1,451,500	£ 65
Contingency / design reserve	£ 1,088,550	£ 49
Furniture, Fit out and Equipment	£ 962,925	£ 147
Estimate of Inflation	£ 666,624	£ 30
Regulations/Surveys/Planning fees	£ 128,390	£ 6
Professional Fees	£ 751,050	£ 33
TOTAL CONTRACT SUM (ESTIMATED)	£ 19,562,939	

- 5.16 Whilst no particular procurement strategy has been assumed, allowances have been made for on-costs such as main contractor preliminaries (10%) and contingency/design reserve (7.5%).
- 5.17 It has been necessary to make assumptions to estimate the capital costs. The costs within this report and within Appendix 2 represent present day indicative construction costs at 1st Quarter 2011; figures assume an immediate start on site, on a fixed price basis. Inflation (3.75%) during the 15-18 month construction works has been included within the capital cost plan. Inflation from 1st Qtr 2011 until start date on site is excluded.

5.18 Allowances for professional fees and services are based on 15% of the build cost, and have been estimated as follows:

- **Architects (4%)**
- **Services Engineer (2%)**
- **Fire Consultant (this duty may be undertaken by the appointed architect)**
- **Acoustic Consultant (this duty may be undertaken by the appointed Architect)**
- **Landscape Architect (2%)**
- **Structural Engineer (2%)**
- **Civil Engineer (0.50%)**
- **Quantity Surveyor (1%)**
- **Planning Consultant (1%)**
- **CDM Consultant (0.50% / this duty may be undertaken by the Architect)**
- **Project Manager (2%)**

5.19 The items listed below are a guide to the exclusions of this capital costs plan, they should not be considered an exhaustive list:

- **Demolition of existing Hart Leisure Centre**
- **Value Added Tax (VAT)**
- **Inflation from 1st Quarter 2011 to commencement on site**
- **Capital Allowances, incentives or grants**
- **Costs arising from a Section 106 agreement**
- **Overall project contingency**
- **Phasing costs**
- **Abnormal ground conditions**
- **Effect of discovery leading to a delayed start**
- **Cost of performance bonds**
- **Cost of contractor warranties**

External Sports Facilities – Natural Turf Pitches and 3G Pitch

5.20 The costs of the proposed external sports facilities have not been incorporated into the summary of elemental capital costs for the leisure centre and car park apart from the outdoor team changing rooms, and park rangers parking and accommodation.

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- 5.21 The estimated cost of constructing 4 full-size natural turf pitches (30,000 sqm) and full size 3G artificial grass pitch is £901,510 inclusive of main contractor preliminaries, professional fees, surveys and 10% contingency.
- 5.22 4 Natural turf pitch (30,000 sqm) – Total £380,000 (including preliminaries, plus 10% contingency) works required for each pitch can be seen in Appendix 4.
- 5.23 1 3G Floodlight ATP AGP (Artificial turf pitch (7,826 sqm) – Total £521,510 (including preliminaries, plus 10% contingency)

6. Construction Procurement Routes & Indicative Construction Programme & Time Line

6.1 There are several established procurement routes which HDC could choose depending, on financial resources, attitude to management options, and the authority's appetite for risk:

- **Traditional route**
- **Design and build route**
- **Design, build finance and operate route**
- **Design, build, operate and maintain route**

6.2 The trade-off between transferring risk to the private sector (developer or operator) and losing control can be mitigated, to some extent, through detailed contracts and service level agreements.

6.3 A decision by HDC to progress a traditional procurement route would imply the authority believed it was best placed to bear all construction, development and operating risk. Contrastingly, HDC may consider that the DBOM route, working in partnership with a fully integrated developer and operator, could reduce development, operating and financial risk for a local authority.

6.4 An overview of the four different options – and the risks associated with each are set out below.

Traditional Route

6.5 The traditional route and associated risks are -

- **HDC designs, procures and builds new HLC**
- **HDC funds scheme**
- **HDC responsible for securing an operator and agreeing operating fee**
- **New HLC 100% owned by authority**

Design and build route (D&B)

6.6 The Design and build route and associated risks -

- **HDC develops design requirements and procures a design and build contractor**
- **HDC funds scheme**
- **HDC also responsible for securing an operator and agreeing operating fee**
- **New HLC 100% owned by authority**

Design-build-finance-operate route (DBFO)

6.7 The DBFO route and associated risks -

- **HDC develops outline design/employers requirements and secures a development partner which will include Design, Build partners and an Operator**

- **Development partner sources some or all of the required funding and engages with a design and build contract with HDC**
- **Developer funds scheme possibly with contributory funding from HDC**
- **Developer will normally have a Full Repairing and Insuring operating lease obligation**
- **Developer is responsible for lifecycle and maintenance costs, facilities revert to HDC after lease expiry**

Design build operate and maintain route (DBOM)

6.8 The DBOM route and associated risks -

- **HDC develops outline design/employers requirements and secures a development partner which will include Design and Build partners and an Operator**
- **HDC provides most or all of the required funding and engages with a design and build contract with the Contractor**
- **HDC in effect funds scheme (although developer/operator may need to part fund e.g. equipment fit out)**
- **Developer will normally have a Full Repairing and Insuring operating lease obligation**
- **Developer is responsible for lifecycle and maintenance costs, facilities revert to HDC after lease expiry**

6.9 The decision regarding the most appropriate method of procuring the construction of the facility will be influenced by HDC's proposals for the future management of its leisure centres.

6.10 The four facility construction procurement methods outlined above demonstrate options exist that do not rely on a single consortium approach. All forms of procurement have advantages and disadvantages and much will depend on HDC's approach to risk, whether HDC have a need for additional funding beyond the sources it has already identified, and not least additional soundings from the market. In years past we may have recommended following a single contract DBFO/DBOM route. However, anecdotally, the bid costs for a project on this scale can exceed £250K across the consortia. In the prevailing economic climate this has affected the enthusiasm of the market place for the integrated form of procurement. It is our recent experience from other tendering exercises that a number of the market players are becoming reluctant to bid for this form of leisure management procurement.

6.11 Looking to the alternative options, HDC could consider a 'Traditional' route form of procurement, which would see HDC employ an Architect to design the facility and oversee its construction. The Architects in conjunction with other professionals would prepare detailed drawings, obtain the necessary consents and prepare a tender for the construction of the building. The architects or a project manager employed by HDC would manage the tender process, evaluate the tenders, award the contract and then project manage the tender process. This form of procurement often results in a higher quality of facility but sometimes at a higher cost.

6.12 However, following the more traditional procurement route would mean there is little, if any opportunity for a management contractor to influence the design of the new Hart Leisure Centre, which may be a consideration if HDC are considering outsourcing the management of its leisure facilities. To some extent this could be perceived as a weakness, but one that is not considered a big problem as long as the architect is suitably experienced and the Council has access to leisure and project management expertise to comment on and feed into the design and building process, compare facility designs, and how these impact on operational delivery and efficiency, as well as the future flexibility to develop and change programming/activities to meet customer needs.

Funding Options

- 6.13 There are a range of traditional capital funding sources including
- **Public Private Partnership – although potential partners have less capital to invest than in the past**
 - **Prudential borrowing**
 - **HDC funds / reserves**
 - **Receipts from sale of other assets**
 - **Section 106 Funding/Community Infrastructure Levy (CIL) funding**
 - **Grants from public sector bodies such as Sport England – the ‘Iconic Facility Fund’, part of a £35,000,000 Place, People, Play initiative which will deliver an Olympic and Paralympic legacy of increasing sports participation by bringing the magic of a home games into the heart of local communities**
 - **Specific government capital programmes**

New Hart Leisure Centre - Indicative Construction Programme

- 6.14 It has been assumed the construction approach to the provision of a new leisure facility would be that HDC is committed to ensuring the existing Hart Leisure Centre remains full operations and in use until construction of the new facility is completed.
- 6.15 The anticipated time required to undertake preliminary surveys will be 2 - 3 months for obtaining quotations, approval to appoint, undertaking the surveys and receiving the results. It is anticipated the surveys required will include, but not necessarily be limited to:
- **Topographical/ level/dimensional survey**
 - **Ground/contamination investigation**
 - **Flood risk assessment**
 - **Below ground drainage**
 - **Ecological survey**
 - **Mains Services**
 - **Tree survey**
 - **Traffic Impact Study / Assessments**
 - **Access audit**
 - **Archaeological Survey (this could potentially take much longer than 2 months)**

6.16 Assuming a two stage design and build process were progressed, an indicative project programme would be:

- **Task 1 - Appointment of Employers agent**
- **Task 2 - Prepare Employers brief and preliminary design**
- **Task 3 - Appoint Contractor**
- **Task 4 - Prepare Planning Statement**
- **Task 5 - Submit planning application and planning approval**
- **Task 6 - Undertake detailed design**
- **Task 7 - Undertake Construction**

6.17 There would be a degree of overlap, with specific tasks, especially within tasks 1-4 being undertaken concurrently. We would estimate tasks 1-4 would take approximately 6 months to complete. Task 5 would take a further 3 months. Elements of task 5 and 6 would also be undertaken simultaneously. Task 7 is likely to take 15 - 18 months to complete. **Total months 20-23 months.**

7. Conclusions and Recommendations

7.1 It is clear, based on the review, assessment of need and consultation that there are considerable strategic, financial and economic benefits to developing a replacement leisure centre in Hart District, as outlined below.

The Value of Sport

7.2 Hart District population is extremely affluent and has high car usage. This is all good for the financial sustainability of a leisure centre. The district comes out on top of all local authorities when the IMD is applied as referenced in paragraph 3.29 of this report.

7.3 Sport has often led the way in promoting 'joined-up' ways of working which impact positively on many aspects of people's lives. Local authorities in particular have been at the vanguard of many of these developments and have a pivotal role to play.

7.4 The causes of crime and disaffection among young people are complex and multi-dimensional. It would be naive to think, and unrealistic to claim, that sport alone can reduce the levels of youth crime in society. However, over the last 15 years or so 'sports, outdoor pursuits and constructive leisure activities have become a well established feature of initiatives whose aim is to divert offenders and young people at risk away from crime'. Strong experiential evidence exists to show that sport has a part to play in preventing crime.

7.5 Improving the health of individuals and communities is a priority. With a significant decline in manual occupations, increasing use of the car and almost universal access to a wide range of labour-saving devices in the home, the contribution sport can make to people's activity levels has become increasingly important.

7.6 The research evidence of the benefits of a physically active lifestyle is strong. These benefits are set out in detail in Sport England's – "The Value of Sport" publication and include:

- **The reduced risk of coronary heart disease**
- **The management of mild to moderate obesity (particularly when combined with dieting)**
- **The reduced incidence of osteoporosis (brittle bone disease)**
- **Psychological benefits including increases in self-esteem**
- **The reduced risk of stroke and possible prevention of certain cancers**

7.7 There is a growing body of research that shows that early experience of sport has a significant effect on lifelong participation. It follows, therefore, that the benefits of sport referred to are critically dependent upon young people's early learning experiences. Providers, such as sports clubs in the voluntary sector, outdoor education centres, community sports facilities, have an important role to play in ensuring that sporting opportunities for young people 'bridge the gap' between school and community.

7.8 Perhaps because sport is associated with fun, enjoyment and leisure it is too often forgotten, or not taken seriously, by those outside sport who influence social policy and investment. Sport has an important part to play in regenerating communities and improving quality of life. For many people sport is fun, but it must also be taken seriously and valued as an important contributor to social policy and action.

7.9 The findings from the Culture and Sport Evidence (CASE) programme on the drivers, impacts and value of culture and sport have been published. CASE is a major programme of innovative research that uses interdisciplinary research to inform the development of policy in culture and sport.

- 7.10 This joint strategic research initiative led by Department for Culture Media and Sport in collaboration with its arms length bodies, builds understanding of the drivers, impacts and value of engagement in culture and sport. The published research provides ground breaking evidence on:
- **The impact of background factors (such as age, income and gender) and policy interventions (such as advertising or cost reduction) on the likelihood of people engaging**
 - **What interventions are effective in delivering positive learning outcomes for young people**
 - **The short-term individual value (specifically improved wellbeing), and the long-term health benefits (such as healthcare cost savings and improved health-related quality of life) of engaging.**
- 7.11 Key findings for sport show that:
- **Young people's participation in organised sport improves their numeracy scores, on average, by 8% above that of non-participants;**
 - **The participation of underachieving young people in extra-curricular learning activities linked to sport increases their numeracy skills, on average, by 29% above that of non-participants, and their transferable skills by 12-16%;**
 - **Sport generates substantial long-term economic value in terms of avoided health costs and improved health-related quality of life;**
 - **Engagement in sport has a positive and quantifiable effect on a person's perceived wellbeing;**
 - **A range of factors, including age, gender, alcohol consumption, childhood experience of sport, socio-economic variables, a limiting illness or disability, educational attainment, unemployment, TV and internet use, and the proximity of local sports facilities, are directly associated with people's participation;**
 - **Of the various cultural sectors, only participation in sport shows a decrease with age, and lower levels of engagement amongst women.**
- 7.12 These findings help to strengthen the case for continued investment in sport, and support policy makers and practitioners in making better informed decisions
- 7.13 The Sport England Active People data in Table 3.5 shows that Hart as an authority is in the top national quartile for four of the six KPIs. The general picture in terms of participation and take up of sport and active recreation is very healthy.
- 7.14 Satisfaction Levels in AP3 are down to 71.2% from 74.3% in AP1. This is to be expected with ageing leisure facilities.
- 7.15 The Sport England Market Segmentation identifies the current participation levels within a 5km catchment of Hart Leisure Centre (Table 4.10), latent demand (Table 4.11), and the sporting lifestyles of the three main segments within a 5km catchment of the Hart Leisure Centre (Paragraph 4.49). All of this analysis supports the development of swimming, fitness and indoor sports facilities.
- 7.16 The current participation and latent demand will increase as the population increases within the catchment through the provision of new housing.
- 7.17 The Sport England Facility Calculator has been used to identify future facility requirements taking into consideration the profiled increased population.

7.18 The table below provides increased facility needs based upon the current Hart Leisure Centre 20 minute walk time catchment 2010 and increased by 11,120 by 2026. This suggests that the increased facility needs are within the 20 minute walk area of the existing Hart Leisure Centre.

Table 7.1 : Sports Facility Calculator demand model run – Hart Leisure Centre 20 minute walk time catchment

	Year	Population	Swimming Pools	Sports Halls	Synthetic Turf Pitches	Difference
Hart District	2010	5,728	57.18m ²	1.61 badminton courts	0.18 pitches	Increased Needs 111m ² water space; 3.11 courts and 1 pitch
	2026	16,844	168.18m ²	4.72 badminton courts	0.52 pitches	

Strategic benefits of replacing Hart Leisure Centre

- 7.19 The replacement of Hart Leisure Centre provides the opportunity to provide a new high quality sustainable leisure facility as part of a community sport/recreation hub in the area with the highest population concentration in the District, which better meets the needs of the existing and future local population. This approach would better promote sport as a medium for improving participation, as well as the health of the local community. Consultation with existing local clubs and National Governing Body’s has influenced the proposed facility mix as well as the Sport England Active People data, Market Segmentation and Facility Calculator modelling.
- 7.20 The inclusion of a leisure centre as an integral element of a multi sports/recreation hub will increase opportunities for participation, and for extending links to other public sector providers, including health, education, parks and open spaces and community arts.

Economic and financial benefits of replacing Hart Leisure Centre

- 7.21 The new facility would be designed and managed to create a sustainable community facility. It is expected that the new centre, as part of a sports/recreation hub, will be able to realise economies of scale in capital and revenue cost terms.
- 7.22 Moreover, the replacement of Hart Leisure Centre allows for partnership working with Hampshire County Council to re-develop additional educational facilities on the existing Calthorpe School site where the current Hart Leisure Centre is located, as well as benefiting HDC by ensuring the cost effective replacement of a currently well performing revenue earning facility that is in need of significant renovation and refurbishment.
- 7.23 The integration of community sports and a country park on one site on Hitches Lane will create a destination in its own right; it will lead to increased participation, link together clubs, and potentially partnership working between the private and public sector. Increased participation in organised and informal recreation will help improve sport development activities, and assist clubs to identify and support talent. Lifelong participation is supported by having the opportunity to play a number of sports, and will offer young people within Hart the option to move across sports.

- 7.24 Developing a new Hart Leisure Centre, as part of a sport/recreation hub environment, will improve employment opportunities for coaches, as well as encourage increased volunteering activities.
- 7.25 In addition, the new facility will provide for the much needed expansion of water space and provide the flexible programming required for swimming lessons, swimming club activities and general public swimming. These are all currently under pressure in the existing facility due to lack of water space. In addition a larger health and fitness space will provide for an additional area of income in competition with the private sector.
- 7.26 There are a number of recommendations that need to be considered.

Recommendations

Recommendation 1

HDC endorse the needs assessment prepared as part of this feasibility study, and formally confirm the need for a replacement Hart Leisure Centre.

Recommendation 2

A strategic approach to the sport and leisure provision within the district is required. It is recommended that before any significant next steps are taken with regards to a replacement Hart Leisure Centre, that HDC progress the commercial and political discussions that are required relating to the potential funding of the new leisure centre.

Recommendation 3

HDC employ professional services to progress site master planning, in order to establish the right location and footprint for the development of enabling public leisure facilities. It is recommended that HDC commission architects to visit site and carry out a visual assessment/survey, to develop an indicative master plan that would illustrate at least two options for the configuration of the leisure centre.

Recommendation 4

HDC confirm the affordability envelope before progressing to the next stage of the project, so that HDC knows whether it can progress with the preferred facility mix option. At that stage the construction procurement route can be agreed, and if necessary, tested to ensure that progression of the 'traditional' or 'design and build' route at would realise better value for money than a DBOM/DBFO route in the prevailing economic climate.

Recommendation 5

Subject to the outcome of the work referred to in Recommendation 3, prepare an outline planning application and submit it for consideration following consultation with statutory agencies – including Sport England.

Recommendation 6

HDC adopts a construction procurement strategy for the replacement Hart Leisure Centre that separates the management of the facility from the development of the brief, design and construction.

Recommendation 7

HDC appoints a leisure project management company to assist the authority to:

- **Progress a design brief**
- **Prepare a detailed business plan**

Seek additional grant funding if required that can contribute to the proposed scheme

Recommendation 8

In terms of wider issues, there are outstanding questions regarding the most desirable and most realistic method of managing the new Hart Leisure Centre. It is recommended HDC revisit the management options for the management of a new replacement Hart Leisure Centre at the earliest opportunity so the authority has time to decide and progress its preferred management delivery option if it decides to move away from its current in-house delivery management option.

Recommendation 9

It is important HDC consider the full environmental impact of developing a new replacement leisure centre across over the facility lifecycle. When appointed, the project Architect should design a replacement leisure centre that achieves a BREEAM excellent rating.

Appendix 1 : Health and Fitness Modelling 12% Participation



APPENDIX 1 - HEALTH AND FITNESS MODELLING 12% PARTICIPATION

Demand Assessment Table - Health and Fitness Facilities (Hart District Council) Current 2010

Source: Office of National Statistics Sub National Population Projections 2010

Calculation used to calculate demand

Total population	2010 92,700		
Number of potential members/users of health and fitness clubs		2010 12.0%	
2 above shown as % of total adult population 1. above		11,124	
Average user attends 1.5 times per week or six times per month number of visits per week			2010 16,686
Number of visits per week in peak times = 65% of total number of visits			10,846
Number of visits in one hour of peak time = total visits during peak time /34			319

A total number of 283 stations would be required to cater for the predicted demand by potential members/users of any health and fitness facility

2001 demand for Health and Fitness Facilities	319	Current Supply	387	Current Surplus / Deficit in supply	-68
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The model is based on the premise that for the supply to be sufficient, it must be large enough to cater for the maximum demand at any one time. Maximum demand is described as the demand during a peak hour session

Penetration of fitness users is defined using the FIA 2010 Parameters

The average health and fitness session is one hour
 65% of use is during peak times
 Peak times are 34 hours 5-9 mon - fri and 9-4 sat and sun
 Average user participates 1.5 times per week or six times per month
 The at one time capacity of a health and fitness facility is calculated by the ratio of one user per station

Facility	Ownership Type	Accessibility	No. Stations
BLACKWATER & HAWLEY LEISURE	Local Authority	Pay and Play	12
FITNESS FIRST HEALTH CLUB	Commercial	Registered Membership use	90
FOUR SEASONS HOTEL HAMPSHIRE	Commercial	Registered Membership use	22
FROGMORE LEISURE CENTRE	Local Authority	Pay and Play	58
GYM & TONIC FITNESS CLUB	Commercial	Pay and Play	25
HART LEISURE CENTRE	Local Authority	Pay and Play	43
HONE FITNESS	Commercial	Registered Membership use	10
RESULTS HEALTH CLUB (FLEET)	Commercial	Registered Membership use	35
THE PARK HEALTH CLUB	Commercial	Registered Membership use	32
TYLNEY HALL HOTEL LEISURE CLUB	Commercial	Registered Membership use	10
YATELEY HEALTH & FITNESS	Community school	Pay and Play	50
Total No. of Stations			387

APPENDIX 1 - HEALTH AND FITNESS MODELLING 12% PARTICIPATION

Demand Assessment Table - Health and Fitness Facilities (Hart District Council) Projected with New Housing

Source: Office of National Statistics Sub National Population Projections 2010

Current	New Housing Pop	Total
92700	11220	103920

Calculation used to calculate demand

	2010
Total population	103,920

	2010
Number of potential members/users of health and fitness clubs	12.0%
2 above shown as % of total adult population 1. above	12,470

	2010
Average user attends 1.5 times per week or six times per month number of visits per week	18,706
Number of visits per week in peak times = 65% of total number of visits	12,159
Number of visits in one hour of peak time = total visits during peak time /34	358

A total number of 283 stations would be required to cater for the predicted demand by potential members/users of any health and fitness facility

2001 demand for Health and Fitness Facilities	358	Current Supply	387	Current Surplus / Deficit in supply	-29
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The model is based on the premise that for the supply to be sufficient, it must be large enough to cater for the maximum demand at any one time. Maximum demand is described as the demand during a peak hour session

Penetration of fitness users is defined using the FIA 2010 Parameters

The average health and fitness session is one hour
 65% of use is during peak times
 Peak times are 34 hours 5-9 mon - fri and 9-4 sat and sun
 Average user participates 1.5 times per week or six times per month
 The at one time capacity of a health and fitness facility is calculated by the ratio of one user per station

Facility	Ownership Type	Accessibility	No. Stations
BLACKWATER & HAWLEY LEISURE	Local Authority	Pay and Play	12
FITNESS FIRST HEALTH CLUB	Commercial	Registered Membership use	90
FOUR SEASONS HOTEL HAMPSHIRE	Commercial	Registered Membership use	22
FROGMORE LEISURE CENTRE	Local Authority	Pay and Play	58
GYM & TONIC FITNESS CLUB	Commercial	Pay and Play	25
HART LEISURE CENTRE	Local Authority	Pay and Play	43
HONE FITNESS	Commercial	Registered Membership use	10
RESULTS HEALTH CLUB (FLEET)	Commercial	Registered Membership use	35
THE PARK HEALTH CLUB	Commercial	Registered Membership use	32
TYLNEY HALL HOTEL LEISURE CLUB	Commercial	Registered Membership use	10
YATELEY HEALTH & FITNESS	Community school	Pay and Play	50
Total No. of Stations			387

Appendix 2 : Capital Cost Analysis



APPENDIX 2 - CAPITAL COST ANALYSIS

New Leisure Hart Leisure Centre Facility Options - Indicative Capital Cost Plan

NB Based on present Qtr1 2011 construction costs provided by B3 Architects

Capital Costs				
			Core Facility Mix	
			25m 8 lane pool, Teaching Pool, 6 Court Sports Hall, 4 Court Sports Hall, 150 Station H&F Suite, 3 Studios, 1 Conference/party area, 1 Creche, 3 squash Courts, Wet and Dryside changing facilities, 400 parking bays	
Ref	Area	Cost/m2(Rate)	m2	£
1	Main Pool	2,000	425.00	850,000
2	Movable Floor	1 Item		
3	Teaching Pool (allowing for leisure, lane and teaching)	2,000	212.50	425,000
4	Movable Floor	1 Item		
5	Swimming Spectator Area for 250-500 people	2,000	400.00	800,000
6	6 Court Sports Hall	2,000	918.00	1,836,000
7	6 courts sports hall store	2,000	92.00	184,000
8	4 court Sports Hall	2,000	600.00	1,200,000
9	Sports Hall Store	2,000	60.00	120,000
10	Retractable Seating	1 Item		
11	Health & Fitness Suite	2,000	525.00	1,050,000
12	Health and Fitness Changing rooms	2,000	150.00	300,000
13	Sauna/Health Suite/Spa	2,000	-	-
14	1 gymnastics / table tennis hall	2,000	-	-
15	2 (4*4m) physiotherapy rooms	2,000	-	-
16	Climbing and bouldering wall	2,000	-	-
17	3no (7x4m) hireable meeting rooms	2,000	0.00	-
18	x3 Multi purpose dance studios / activity studios (25x15)	2,000	375.00	750,000
19	3 Squash Courts	2,000	180.00	360,000
20	1 Conference / party catering suite	2,000	225.00	450,000
21	Creche	2,000	200.00	400,000
22	Cafeteria and seating area	2,000	80.00	160,000
23	Servery	1 Item		-
24	Staff, First Aid Room & Timing Room	2,000	140.00	280,000
25	Office Space	2,000	80.00	160,000
26	Plant Room	2,000	130.00	260,000
27	Wet side changing rooms	2,000	315.00	630,000
28	Dry Change Sepereate Male and Female with buffer in the middle)	2,000	150.00	300,000
29	10 outdoor changing rooms (with showers) for outdoor pitches and 3G	2,000	212.00	424,000
30	Toilets	2,000	50.00	100,000
31	Reception/Admin	2,000	110.00	220,000
32	Reception Counter	1 Item		
33	Foyer	2,000	30.00	60,000
34	15.5 X 15.24m Shared Meeting room /Education Facilities	2,000	237.00	474,000
35	Lockers/Circulation/Poolside/Storage (10% of all areas)	1,500	590.00	885,000
35	Massage room, Plunge Pool, Steam Room, Jacuzzi	2,000	80.50	161,000
	Sub Total	3,967	6567.00	12,839,000
			£1,955 /m2	
36	Demolition			-
37	Land Acquisition			-
38	External Works			1,675,000
	Car Parking Bays 400 (200 Leisure Centre and Football Pitches, 200 Country park)	400	1,500	600,000
	Car Parking Bays 200	200		
	Park ranger accommodation and floor space	2,000	125	250,000
	Roads, Service Roads	1 Item		
	External Lighting	55	1,000	55,000
	Paving/Cycle Path	50	300	15,000
	Trees (Nr)	3,000	60	180,000
	Foul & Surface Water Drainage	1 Item		100,000
	Additional Allowances	1 Item		400,000
	Incoming Services	10.00%		1,451,400
39	Contractor Preliminaries	7.50%		1,088,550
40	Contingency / Design Reserve	7.50%		962,925
41	Furniture Fit-out and Equipment	Varies	3.70%	666,624
42	Inflation (Assuming a 2013 Build)			
	Sub Total			18,683,499
43	Allowance for 10% Renewables (Sustainable Construction Strategy)	1 Item		
44	Professional Fees	15.00%		751,050
45	Further Fees/Surveys such as but not limited to CDMC, Building Regs, Acoustic Survey, Topographical surveys, Impact Assessments, Planning Fee's,etc)			128,390
	Total Contract Sum	Cost/m2	2,979	19,562,939

APPENDIX 2 - CAPITAL COST ANALYSIS

Works	12,839,000
Extern	£1,675,000
prelim	£1,451,400
cont/design reserve	£1,088,550
Furniture Fit-out and Equipment	£962,925
Inflation (Assuming a 2013 Build)	£666,624
Prof fees	£751,050
Surveys	£128,390
	£19,562,939

APPENDIX 2 - CAPITAL COST ANALYSIS

Facility Element	Ground Floor Area (m2)	First Floor Area (m2)
25 metre, 8 lane competition pool, with integral movable floor (see point 6.9-6.11)	425	
20 metre teaching / leisure pool with moveable floor	212.5	
Swimming spectator area (250)	400	
6 badminton Court Sports Hall	918	
6 Court Sport Hall Store	92	
4 Court Sport Halls Stores	60	
4 badminton Court Sport Hall	600	
Health and Fitness Suite		525
Health and Fitness Changing Rooms		150
3 Multi purpose dance / activity studios, flexible spatial design		375
3 squash courts	180	
1 Conference / party catering suite		225
Crèche	200	
Cafeteria and seating area	80	
Staff, first aid and timing room	140	
Office space	80	
Plant room	130	
Wet side changing room	315	
Indoor dry side changing room (M/F/buffer)	150	
Ten outdoor changing rooms	212	
Toilets	25	25
Reception / admin	110	
Foyer	30	
Shared meeting room / education area	237	
Lockers/Circulation/Poolside/Storage	500	170
Jacuzzi, Steam Room and Sauna	80.5	
Park Rangers accommodation and vehicle parking	125	
FLOOR TOTALS	5302	1470
LEISURE CENTRE TOTAL SQM	6772	

Appendix 3 : List of Consultees



APPENDIX 3 – LIST OF CONSULTEES

Carl Westby	Hart District Council
David Love	Hart District Council
Robert Thain	Hart District Council
Hayley Buchanon/ Helen Young	British Gymnastics
Fraser Liversage	England Squash
Bev Guyan	England Basketball
Emily Lofthouse	England Netball
Lisa Williams	England Table Tennis
Tom Duggan	England Badminton
Sacha	Hampshire Football Association
Keith Sutton	Regional Swimming Director ASA
John Carney	England Squash and Racquetball
Stephen Brickworth	Hart Squash Club
Alan Tippins	Phoenix Squash Club
Karen Marchent	Hart Swimming Club
Debbie Hicks	Hart Gymnastics Club
Stephen Thirkettle	Pinewood Badminton Club
Chris	Fleet Falcon Badminton Club
Stephen Appleton	Hartley Wintley Badminton Club

Appendix 4 : Natural Turf Pitch Works Requirements



APPENDIX 4 - WORKS REQUIRED AND PROVIDE FOR IN NATURAL TURF PITCH COST ESTIMATES

(Source: Sports Landscape Development)

Prelims
Weed kill
Strip topsoil
Grade sub-base
Re-apply topsoil and grade
Drain pitches @ 3m c/c's, inc. soakaway
Ameliorate 25mm medium fine sand into pitches only
'Marry in' surrounds
Cultivate, seed, topdress and over-seed
Sand band at 250mm c/c's upon establishment
Maintain till performance; 10 cuts, fertilise and selective
Goals and lines
Total
10% contingency

URS

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