



Report for:	Cabinet
Date of meeting:	19th March 2019
Part:	Part I with Part II appendix
If Part II, reason:	The Part II appendix contains information relating to the financial or business affairs of the Council. (Local Government Act 1972, Schedule 12A, Part 1, Paragraph 3).

Title of report:	Berkhamsted Sports Centre
Contact:	Cllr David Collins, Portfolio Holder for Corporate and Contracted Services Author/Responsible Officers; <ul style="list-style-type: none"> • Mark Brookes, Assistant Director (Corporate and Contracted Services)
Purpose of report:	For Cabinet to consider opportunities and options for the refurbishment or replacement of Berkhamsted Sports Centre.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet agree for officers to carry out further feasibility work and develop a scheme proposal for consideration and public consultation based on option 1, 2 or 3: Option 1: Minor Refurbishment Option 2: Major Refurbishment Option 3: New Build 2. That Cabinet recommend Council agree a sum of £55,000 for consultancy and professional fees to

	develop a scheme proposal for further approval and public consultation.
Corporate Objectives	Clean, Safe and Enjoyable Environment – Leisure provision is central to delivering a borough that people can enjoy. Improvement of the facility will help to ensure that it continues to meet the needs of current and future residents.
Implications: Value For Money Implications'	<p><u>Financial</u></p> <p>An outline of the financial implications of each option are set out in the report and the Part II appendix and will be developed into a formal proposal once Members decide which option they wish to pursue.</p> <p><u>Operational</u></p> <p>The Sports Centre will continue to be run by Everyone Active under either option until the end of their contractual term, however, both the major refurbishment and new build option would require a reassessment of the existing contractual terms with Everyone Active.</p> <p>The aim (as far as is possible) will be to keep the existing facility open until the refurbished or new facility is ready to be opened in order to minimise disruption to existing users; however, in respect of the major refurbishment option the facility will likely need to be closed for the works period.</p> <p><u>Value for Money</u></p> <p>Either option would improve the condition of the Sports Centre for all users. The full financial impact of the preferred option will be assessed and evaluated once a decision to proceed is agreed.</p>
Risk Implications	<p>The risk implications will be fully assessed once the preferred option is agreed.</p> <p>Failure to take any action could leave the facility in a condition, which will not meet the Councils and users expectations and could lead to reduced usage of the facility.</p>
Community Impact	A Community Impact Assessment will be carried out once the preferred option is identified, but either option will be developed to ensure that it has no adverse impacts on the community with an aim to increase

	participation across all groups.
Health And Safety Implications	All options will result in additional investment in the Sports Centre, which will improve the Health and Safety of the facility.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>There are no legal issues to highlight at this stage as the report is recommending further feasibility work be carried out. The outcome of that feasibility work on the preferred option should be reported back to Cabinet for further consideration in due course.</p> <p>S.151 Officer</p> <p>The £55k cost of the feasibility study could be funded from the Dacorum Development Reserve in 2019/20.</p> <p>I have included more detailed comments within the body of the Part 2 appendix to this report.</p>
Consultees:	<p>The following stakeholders have been consulted:</p> <ul style="list-style-type: none"> • Leader of the Council • Portfolio Holder for Corporate & Contracted Services • Portfolio Holder for Community and Regulatory Services • Everyone Active
Background papers:	<p>Strategic Review Indoor Sports and Leisure Facilities – (October 2016)</p> <p>Physical Condition Survey - Oakleaf Group – July 2017.</p> <p>Draft Feasibility Study – Knight, Kavanagh and Page Management Consultants (August 2018) with February 2019 update.</p> <p>Active Dacorum: A Physical Activity and Sport Strategy for Dacorum 2019-2024 (the Sports Strategy)</p>
Glossary of acronyms and	<p>Dacorum Borough Council (the Council)</p> <p>Everyone Active (EA)</p> <p>Berkhamsted Sports Centre (the Sports Centre)</p>

any other abbreviations used in this report:	Office for National Statistics (ONS)
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1. Background & Context

- 1.1 The Council is committed to creating “a high quality-sporting environment, which enables people to play, enjoy and benefit from sport and physical activity, whether they are a beginner, enthusiastic amateur or an elite performer” (Sports Strategy for Dacorum 2019-2024).
- 1.2 In 2016, the Council commissioned a review of its facilities and this identified a number of areas where the Berkhamsted Sports Centre could be improved. This includes improving the design and layout, and making it a more welcoming and modern physical environment. The 2016 report also identified maintenance works required to maintain the Sports Centre to an operational standard.
- 1.3 It was also recognised that as the building continues to age (it was built in 1990), it is likely to become increasingly expensive to operate and maintain. Moreover, the review noted that the design of the facility and the environment it provides significantly impairs its ability to attract users and encourage participation in sport and recreation.
- 1.4 The Council aims to provide high quality leisure facilities, which meet the current and future needs of the borough. The deterioration of the fabric of the building and general poor state of the internal infrastructure and inefficient layout means that neither of these aspirations are currently being achieved.
- 1.5 A feasibility study was therefore instructed and a draft submitted in August 2018 by Knight, Kavanagh and Page consultants (KKP), which considered the evidence and justification to enable Members to make an informed decision regarding the refurbishment of existing or the provision of new leisure facilities in Berkhamsted. The study took into account previous evidence of need and analysis of future growth, to determine the required physical requirements and footprint of any proposed facility.
- 1.6 The study considered 4 options:
 - Option 1 - Minor Refurbishment
 - Option 2 – Major Refurbishment
 - Option 3 – New Build Facility on Berkhamsted Site
 - Option 4 – Mega Facility to combine Hemel and Berkhamsted Sites

NB Option 4 has not been considered further due to the unavailability of sites of appropriate size and preference for Hemel and Berkhamsted to retain their own facility.

2. Assessment of Need and Opportunity

- 2.1 The assessment of need carried out by KKP consultants considered local demographics, including projected population growth to 2034, existing leisure provision within Berkhamsted and the wider Dacorum area, and demand based on existing use and potential future growth for specific sports.
- 2.2 The KKP report highlighted ONS population projections indicating a rise of 24.3% in Dacorum's population (35,025) over the 25 years from 2014 to 2039 and the potential for circa 1,700 new homes in Berkhamsted and Northchurch to 2036 based on existing local plan allocations with resultant increased demand for leisure facilities.
- 2.3 The report noted that swimming, cycling, fitness and conditioning and keep-fit classes were the four most popular sports in the Dacorum area and concluded that there is existing and growing demand for a leisure facility in Berkhamsted.
- 2.4 In terms of a proposed facility mix, the assessment advised:
- There is a need to replace the swimming pool with a 6 lane 25m pool as a minimum and given the potential increase in demand for swimming lessons consider the provision of a teaching pool.
 - There is a need for a minimum of a four-court sports hall, which will ensure that the area has sufficient facilities to accommodate demand; especially from specific sports (e.g. badminton) where, clubs have dispersed to other facilities due to the poor quality of the existing sports hall.
 - There is a need to provide a larger and better quality health and fitness offer to accommodate the latent demand (assessed in 2016 as 435 additional fitness members) within the area and the future population growth. This not only relates to the provision of a larger fitness suite but also the provision of high quality group fitness studios (up to 3) which are key in attracting and retaining female participation. The development of new health and fitness provision alongside a swimming pool should attract new members and existing members of other facilities and enable the operator to develop a 'family' package of activities to ensure programmes meet the needs of a growing population.
 - There is a need and desire to focus on health and wellbeing and targeting the inactive to become active, especially the young and the older generations which will be significantly increasing in number over the next 20 years.
 - There is a need to retain the two existing small sided 3G pitches as a minimum due to existing and future demand, and further

consideration should be given to the provision of another full-size 3G pitch given the demand in the area.

3. Option 1 – Minor Refurbishment

- 3.1 A condition survey was conducted in July 2017 by consultants instructed by the Council (the Oakleaf Group) who assessed that a significant level of maintenance and replacement works was required to the centre in the next 10 years in order to maintain current standards. The projected costs of these works are set out in the Part II annex to this report.
- 3.2 The investment would address all the building condition issues, but not significantly enhance the quality of the customer experience as there would be no re-modelling of the building and little visible improvement to the quality and aesthetics of the activity areas.
- 3.3 This option also does not address the deterioration of the fabric of the building and general poor state of the internal infrastructure and inefficient layout and therefore would not provide an opportunity to maximise the use of the centre.

The key advantages and disadvantages of this option can be summarised as follows:

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ Addresses known maintenance issues ◀ Will improve the facility as works include decoration, new ceiling tiles, floorings, replacement sanitary ware, new tiling around the swimming pool and replacement of some plant and equipment. ◀ Will reduce maintenance costs of major plant for the next 10 years. ◀ Requires less capital investment compared to options 2 & 3. ◀ Works can be carried out whilst the centre remains open. 	<ul style="list-style-type: none"> ◀ Does not enhance the layout of the building. ◀ Does not provide any additional facilities, e.g. teaching pool, increased gym or new facilities. ◀ Minimal opportunity to increase participation. ◀ Does not enhance the overall lifespan of the building.

4. Option 2 – Major Refurbishment

- 4.1 The scope of works considered by the study for this option includes a complete remodelling of the facility to significantly enhance the user

experience, extend its life for another 25 years and provide an improved trading position. This is on the basis that it is clear that just repairing the facility as it is would not provide a 'fit for purpose' facility which would meet modern expectations.

4.2 The following key building adjustments have been incorporated within the proposed refurbishment option:

- Reduction in the size of the sports hall from 6 courts to 4 courts.
- Reconfiguration of the single sex changing rooms into a village change area, which serves the swimming pool and dry sports area.
- Provision of new fitness changing rooms.
- Larger fitness gym (circa 80 stations) located on the upper level opposite reception.
- Café and party room to the side of reception.
- Three studios on the lower level under the café and party rooms.

The adaptation and refurbishment of the existing centre provides a complete strip out and redesign of the internal accommodation.

4.3 The estimated cost and financial implications of this option are set out in the Part II annex.

The key advantages and disadvantages of this option can be summarised as follows:

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ Completely refurbished and remodelled facility. ◀ Addresses all backlog maintenance issues as known. ◀ Increased fitness suite (circa 80 stations) ◀ 3 studios created. ◀ Village change for pool and dry sports ◀ Separate fitness changing rooms 	<ul style="list-style-type: none"> ◀ Requires complete closure of the centre for a full year. ◀ Does not provide a teaching pool. ◀ Size of fitness suite is limited due to the existing footprint. ◀ Only provides a 25-year life of the building. ◀ Impacts on participation levels for the period of closure. ◀ Group fitness studios are designed to fit in the spaces available rather than for multi-purpose.

5. Option 3 - New Build

5.1 The proposed facility mix to be included in designs for a new leisure centre is as follows:

Facility Mix:

- 4 court sports hall and storage
- Dry sports changing
- 25m x 6 lane pool
- Teaching pool
- Poolside spectator
- Wet changing village
- Fitness suite (120 stations)
- 2 studios
- Spin studio
- Fitness changing accommodation
- Café/vending with kitchen/servery
- Admin offices
- Staff area
- Plant room
- Circulation and ancillary support facilities

5.2 There are a number of other options to increase the leisure offer such as incorporating a splash pool for toddlers and spa facility, which can be considered at the detailed design, costing and business planning stage if the new build option is selected. Consideration may also be given to changing the access to the site to Gossoms End, which could improve the accessibility and visibility of the site.

The key advantages and disadvantages of this option can be summarised as follows:

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ Replacement facility for the town. ◀ Retains service continuity and builds on the current trading position. ◀ Develops activity areas appropriate to need and future demand (e.g. teaching pool) ◀ Increased capacity of fitness suite to 120 stations. ◀ 3 studios created. ◀ Appropriately sized village change for the swimming pool ◀ Separate dry sports changing rooms. ◀ Separate fitness changing rooms ◀ Car park is level with or above the entrance to the facility. ◀ Provides a building with a 40+ year life ◀ Potential to provide some land for redevelopment 	<ul style="list-style-type: none"> ◀ Higher capital cost than the refurbishment. ◀ Potential challenge with relocating 3G pitches onto the playing field space (an allowance for relocation has been made in the projected investment figures).

6. Residential Development

- 6.1 There is an opportunity to incorporate the development of residential units on the site or release land for residential sale. Options for a residential development will be developed further if the new build option is the preferred option.

7. Summary and Recommendation

- 7.1 The current site requires investment to maintain current standards as a minimum, but also presents an opportunity to significantly improve the Sports Centre, maximise the use of the site and increase public participation in sport and leisure.
- 7.2 Cabinet members are requested to indicate which option they wish to pursue to the next stage of feasibility, which will include the development of detailed plans and a financial proposal for further consideration and public consultation.