

**KEY DECISION? YES**

## **FARNBOROUGH LEISURE AND CULTURAL HUB – NEXT STEPS**

### **SUMMARY AND RECOMMENDATIONS:**

This report sets out work undertaken since the announcement that the Council's bid for Levelling Up funding to support the delivery of a Leisure and Cultural Hub had been successful. It identifies the next steps to be taken to enable acceptance of the grant funding. Finally, the report proposes that work to finalise the brief and design work commence as soon as possible and identifies funding required from the approved Capital Programme.

Recommended that Cabinet

- 1) Note the work undertaken to progress the development of the Leisure and Cultural Hub project
- 2) Note that the scope of the project will include a mobility hub, skatepark and play area in line with the approved Civic Quarter Masterplan
- 3) Agree officers enter into the necessary Memorandum of Understanding and any other grant funding agreement associated with the Levelling Up Fund
- 4) Approve allocation of up to £900,000 funding to enable the project to proceed to the end of RIBA stage 2 and to commence work on RIBA stage 3 subject to outputs from RIBA 2.
- 5) Approve a new revenue budget of £65,000 in 2023/24 to enable the Leisure operator procurement to commence

## **1. INTRODUCTION**

- 1.1 The purpose of this report is to seek Cabinet approval to proceed with detailed design development for a Leisure, Library and Cultural Hub within the Civic Quarter regeneration scheme in Farnborough town centre.
- 1.2 This is a key decision as it will require use of £900,000 funding for detailed design development and project delivery in financial year 23/24 and create a new budget of £65,000 for leisure operator procurement.

- 1.3 The report request approval to enter into the Memorandum of Understanding with Department of Levelling Up, Housing and Communities (DLUHC) to access £20,000,000 funding allocated for the scheme. As part of this, the Council will need to commit to funding the remaining elements of the project.

## **2. BACKGROUND**

- 2.1 Since 2019, the site of the former Farnborough Recreation Centre, Plot B on the Civic Quarter Masterplan (See Figure 1 below) has been identified for the development of a new leisure centre.
- 2.2 In 2020 (RP2009) an Outline Business Case was approved to develop a feasibility study for the development of a combined Leisure & Civic Hub including a new library and office space. The feasibility work considered a range of options including the relocation of the current Council offices alongside other public and voluntary sector uses. The relocation of the Council would enable the development of the Council's current site (Plot J) for housing in line with the Masterplan aspirations.
- 2.3 In progressing this work, the project team also considered other known and emerging needs that came forward from stakeholders and public engagement activities associated with the development of the Masterplan. This led to a wide range of service and facility combinations being evaluated at high level including:
- a) Leisure Centre only
  - b) Leisure & Library – baseline option to enable existing library demolition for Civic Quarter development
  - c) Leisure, Library, Council Offices, Doctors Surgery
  - d) Leisure, Library, Culture and Health
  - e) Leisure, Library, Culture, Health, and Council Offices (discounted due to alternative Health Hub option which is in development)
  - f) Leisure, Library and Culture (plus skate park/ play area and Plot A mobility hub) –Levelling Up Project scope
- 2.4 In February 2021 (Report OS2101), Cabinet took the decision not to re-open the existing Farnborough Leisure Centre due to the significant cost implications to the extension of the leisure contract because of the COVID-19 pandemic. Following an interim use as a community testing venue, the building was demolished, and the site cleared ready for development of the new facility.
- 2.5 The closure of Farnborough Leisure Centre resulted in a further contract extension with Places Leisure for Aldershot Pools and Fitness Centre only for 2 years. To ensure the continued operation of the indoor facilities and the seasonal opening of the Lido, this short-term contract will be further extended to cover the period of operator re-procurement and mobilisation.

- 2.6 In September 2022 it became clear that the Council's medium term financial position was unlikely to enable the Council to undertake further borrowing to support the early delivery of any of the options in paragraph 2.3 above. Option selection and associated development work was put on hold pending the expected decision in the Autumn of the application to the Levelling Up Fund. The decision was deferred on 2 occasions, but in January 2023 confirmation was received that the Council's application for £20,000,000 funding had been successful. The project has now been re-mobilised and will need to progress at pace to meet funding spend requirements and deliver the facility as soon as possible.
- 2.7 The project, if delivered as set out in the bid, would deliver co-located Leisure, Library and Cultural facilities including a 6-court sports hall, 8 lane swimming pool, fitness and spin studios, soft play and clip and climb facilities. The Library and Cultural spaces include dedicated library area, digital lab, and a range of multi-purpose community rooms. There would be dedicated gallery and community gallery space as well as collaborative spaces for art projects. Spaces will wherever possible be flexible and multipurpose. The sports hall would include an area for tiered seating as well as acoustic separation to create performance space. A large café would also be located on the ground floor.
- 2.8 Alongside the Hub would be a Mobility Hub as well as a skate park and play area as part of the public realm elements of the Masterplan.



Figure 1 Civic Quarter Development Plots

2.9 Alongside the development the Council will need to commence procurement of a new leisure operator in Autumn 2023 to ensure that a new operator is in place to run both the new facility but also current facilities across the Borough.

### **3. THE CASE FOR INVESTMENT IN LEISURE AND CULTURAL FACILITIES IN FARNBOROUGH**

3.1 Leisure and Culture are not statutory services for the Council. Given the challenging financial position of local authorities, a project of this scale needs to be considered carefully before the Council commits to move forward. This section of the report seeks to provide information to inform decision making at this point in the project and looks at the strategic and economic benefits of the project. Section 4 of the report then sets out the 'case for change' included in the bid.

#### **Strategic Context**

3.2 Delivery of the project will address a range of challenges and strategic objectives in the Borough and will be one of the first sites to come forward as part of the Civic Quarter Masterplan which received outline planning permission in February 2023.

3.3 It will support local economic growth as part of the wider Civic Quarter regeneration, creating active green spaces in the heart of the town centre which will also support new housing. Links with the established business park create an opportunity to create a distinctive retail, business, leisure, and cultural offer that is a popular destination for both residents and visitors.

3.4 This will deliver an increase in social and institutional capital, leading to an increase in community cohesion, boosting the satisfaction and wellbeing for residents and the pride in place that they have.

3.5 Delivery of this scheme will act as both a catalyst and anchor point for the wider regeneration of the Civic Quarter. The Leisure and Cultural Hub is incorporated within the approved Outline Planning Application which, in addition, seeks to provide up to 1,000 residential units and non-residential floorspace comprising of the following mix of uses:

- Hotel [Use Class C1];
- Office floorspace [Use Class E];
- Retail, commercial, healthcare, entertainment floorspace [Use Class E/Sui Generis];
- Two transport mobility hubs, associated infrastructure, and highway works;
- Creation of new publicly accessible open spaces including replacement skate park and associated access, servicing, landscaping and works.

- 3.6 The Civic Quarter encompasses an ambitious vision to create a place that embraces 21st Century, sustainable thinking and leaving a health and well-being legacy that delivers wide reaching benefits for the people and place of Farnborough.
- 3.7 The vision for the Civic Quarter is to create a 15-minute place, meaning that most or almost everything you could need will be in reach within a 15-minute walk or bike ride. This is an exciting new way to think about placemaking and the future of Farnborough; a concept that provides possibilities for town centre living, and allows people to celebrate their community, shop local, access services, work collaboratively and socialise with friends.
- 3.8 The Leisure and Cultural Hub will have a positive impact on footfall within the area. This will help to retain and increase the levels of economic activity and spending within the local economy, which has the potential to create knock-on supply chain impacts in the form of increased employment and incomes for local residents. Increased footfall and more local residents staying and spending their free time in the area also further enhances the sense of community heart.
- 3.9 Significantly contributing towards realising the regeneration vision for the Civic Quarter, this project will unlock a sequence of development phases across the wider Civic Quarter site. Through the disposal of development parcels a range of alternative uses can be delivered that support the vitality and vibrancy of the town centre in line with the Civic Quarter Masterplan.

### **Policy Alignment**

- 3.10 Regeneration of Farnborough town centre is a key priority for the Council and aligns with a number of Council and partner strategies and plans including:
- Your future, your place - a vision for Aldershot and Farnborough 2030 – Vibrant and Distinctive Town Centres - a vision document for Rushmoor developed in 2018/19 which continues to inform and shape the development of the Council Plan. Informed by resident engagement and consultation, this vision prioritises the delivery of vibrant and distinctive town centres.
  - Rushmoor Local Plan - regeneration vision for the Civic Quarter as adopted in the Rushmoor Local Plan (2019) and the Civic Quarter Masterplan Supplementary Planning Document.
  - Council Business Plan (2021-2024) which prioritises town centre regeneration for Rushmoor.
  - Rushmoor's Investment Plan for the UK Shared Prosperity Fund (signed off by Government in December 2022) focused investment in the town centres, supporting planned regeneration with a programme of events and further opportunities for arts, culture, heritage, and events. The focus for this planned investment will be in Farnborough Town Centre. UKSPF will see

£1,000,000 available over the next 3 years to help support the following outcomes:

- Increasing economic growth by maximising footfall in the town centres and enabling them to operate in a far more integrated manner to take full advantage of the ambitious regeneration plans for both Aldershot and Farnborough.
  - Supporting healthy lifestyles by promoting walking and increasing physical activity.
  - Increasing community pride in the area by promoting the attractiveness and vibrancy of the town centres, supporting outdoor events, and community projects and engaging new audiences in the cultural life of the area.
- Enterprise M3 LEP's Strategic Economic Plan (SEP) objective of unlocking housing and accelerating housing delivery alongside the emerging Local Industrial Strategy (LIS) objective of promoting mixed use developments 'that put homes alongside jobs and services. The SEP also encourages investment in the future of town centres to create dynamic places that draw in young people, support flourishing communities, and address the needs of an ageing population. Enterprise M3 had identified Farnborough as a Growth Town, identifying it as a priority place for the Local Growth Fund.
  - Positively contributing towards the Government's overarching agenda to rebuild the UK in response to COVID-19 with the sector not only protecting jobs but also supporting local economic activity, productivity, and social value.
  - Rushmoor Borough Council Farnborough Leisure Centre Needs Analysis 2019 and 2021 – which has directly informed the facilities mix and design brief for the scheme. This will be finalised as part of the next a stage of design and development. (Appendix A)
  - Hampshire County Council's vision for Libraries to 2025 sets out the following priorities which will be fully supported by the development of the new facility:
    1. Promoting reading, with a focus on children's literacy and the Early Years
      - i. Providing a service for everyone
      - ii. Developing children's literacy, particularly within the Early Years (0-5 years).
      - iii. Investing in Hampshire's Digital Library.
    2. Supporting healthy, creative communities
      - i. Establishing council-run libraries as 'community hubs.
      - ii. Taking the Library Service into communities.
      - iii. Delivering a programme of learning and activities that meet the needs of library users.
    3. Investing in digital services.
      - i. Providing access to technology and prioritising those at risk of digital exclusion.

- The project supports the health priorities of the Frimley Integrated Care Board NHS Frimley - Our priorities ([icb.nhs.uk](http://icb.nhs.uk)) and Hampshire Joint Health and Wellbeing Strategy A Strategy for the Health and Wellbeing of Hampshire ([modern.gov.co.uk](http://modern.gov.co.uk)) and the Emotional Wellbeing and Mental Health Strategy for Children and Young People in Hampshire [EmotionalWellbeingChildrenYPStrategy.pdf](http://EmotionalWellbeingChildrenYPStrategy.pdf) ([hants.gov.uk](http://hants.gov.uk))

### Delivering our vision and meeting Community needs

- 3.11 Regeneration of the town centre has been a key priority for the Council for a number of years. In 2019 detailed consultation was undertaken with the public and key community stakeholder groups to understand how they felt about the existing town centre and their aspirations for the future of the Civic Quarter. As part of this initial engagement, five ‘Vision Workshops’ were carried out with council members and local stakeholders, including members of the Farnborough Society, Heart of Farnborough, and Farnborough Civic Group.
- 3.12 This activity generated a set of core community priorities and design principles for the future regeneration of Farnborough. The top priority identified by consultees was the need to create a community heart. Further aspirations focused on developing a strong identity and sense of place for Farnborough, encouraging community cohesion, improving health and wellbeing, and developing arts & cultural facilities as detailed in Figure 2.



Figure 2– Core Community Priorities

- 3.13 In the most recent residents survey, town centres were identified by all groups as the number one area of dissatisfaction, with two-thirds of respondents reporting that they are either very or fairly dissatisfied with the quality of Rushmoor’s town centres.
- 3.14 Through co-location, the Hub will deliver an offer which blends key services for our community with state-of-the-art leisure and cultural activities for families and users of all ages.

3.15 The Leisure and Cultural Hub will;

- Increase participation in physical activity across all age groups.
- Increase participation in cultural activity across all age groups.
- Improve the health and happiness of local communities.
- Provide a sustainable solution for leisure, culture, and wellbeing in the heart of the town centre with a focus on tackling social and economic inequalities.
- Support Sport England's 'Uniting the Movement' key outcomes for sport and physical activity, improving the health and wellbeing of Rushmoor residents.
- Deliver long term better public health outcomes for the community throughout the whole life of the asset, bringing about a generational change in behaviour.
- Act as a catalyst for wider economic development and regeneration including 700 new homes.
- Support statutory agendas of adult social care and children's services.
- Deliver a sustainable building with a target of achieving net zero carbon in operation.

3.16 The public realm improvements associated with Farnborough Leisure and Culture hub will help create a greater sense of pride in Rushmoor, enhancing community wellbeing and providing a strong, cohesive community for its members. Not only this, but the inclusion of the Leisure and Cultural Hub will help the Council provide its strategic priorities, namely creating the opportunity for health and green lifestyles, and providing a growing local economy.

3.17 The scheme will deliver place-based infrastructure through which services and support can be delivered across the most deprived communities in the Borough. Delivering physical infrastructure in sport, leisure and cultural facilities are increasingly recognised as a significant factor in a local community's prosperity, sense of belonging and pride of place.

3.18 This project was identified as a direct result of public consultation and engagement which highlighted the need to create a community heart as a top priority for the future regeneration of the town. Further aspirations identified were:

- developing a strong identity and sense of place for Farnborough.
- encouraging community cohesion; and
- improving health and wellbeing.



## **4. Case for change**

- 4.1 Rushmoor benefits from a strong and vibrant economy and a positive narrative around growth and productivity. This often means that the barriers, challenges, and inequalities that the area and our residents experience are not as visible or recognised as other locations with similar issues. The reality locally is that Rushmoor underperforms not just against South East averages but also national averages on a range of indicators.

### **Health and Wellbeing**

- 4.2 Rushmoor has a younger than average population, 65.6% of the population is under 50, compared to 57.2% in Hampshire and 62.3% in England (2020 mid-year population estimates) and is the most ethnically diverse area in Hampshire.
- 4.3 This is combined with pockets of substantial deprivation, according to the 2019 Index of Multiple Deprivation (IMD), Rushmoor has three LSOAs in the 20% most deprived in England and 11.2% of children live in low-income families.
- 4.4 Rushmoor's health outcomes provide a significant challenge and, in a number of specific areas, require intervention to 'level up' to both the national and regional average. The Leisure and Cultural Hub will aim to respond to the following specific challenges:
- 24.5% of children were classed as overweight or obese by the time they started reception. This is higher than the percentage for Hampshire (22.0%) and notably worse than the percentage for England (22.6%).
  - 64.3% of adults are overweight or obese and only 62.4% of adults in Rushmoor are physically active, which is the 4<sup>th</sup> lowest in the whole of the South East.
  - Sport England Active Lives Survey (May 2021) identifies that 31% of adults in Rushmoor undertake less than 30 minutes physical activity a week. This is higher than both the region (27.2%) and England (24.4%). Of those that do less than 30 minutes activity a week, 64.3% said they do no activity at all.
  - 29.4% of females in Rushmoor are inactive and this again is worse than the regional 23.7% and national average of 27.6%.
  - 43.6% of Rushmoor residents with a limiting disability are inactive. Again, this is worse than for the region (37.1%) and England (42.5%).
  - 36% of 65 – 74-year old's in Rushmoor are inactive which is higher than the region (29.6%) and England (31.1%).

- 4.5 There are also higher levels of mental illness, falls in older people and injuries resulting from self-harm amongst the Borough's population.

### **Cultural Gaps**

- 4.6 In September 2021, Rushmoor was identified as one of 11 Priority Places in the South West region by Arts Council England in need of cultural investment. The Borough had the lowest annual investment per capita for the years 2017/18 to 2019/20 at £1.12 per head. Rushmoor was also scored lowest on the Active Lives Survey with only 43% having any arts or museum engagement 3 or more times in a 12-month period. Priority Place status from the Arts Council England recognises the need for increased development, investment and time to grow cultural investment in the area and is intended to give more people the opportunity to participate in creative activities and enjoy excellent cultural experiences.
- 4.7 Public sector investment is required as there is under-investment in leisure and cultural activities from the private sector. The public leisure and cultural sector deliver services to specific demographics (including key disadvantaged groups) that are unable to access private provision, as well as delivering facilities for activities that are not well-served by the private sector, for example swimming pools. To underline this point, Sport England data shows that swimming is the single most frequent activity that people take part in – 42% of all visits. This is given further weight when considering that nearly two-thirds (61%) of visits by non-members to leisure centres are to swim, highlighting that this is one of the easiest options for getting people active.

## **5. Constraints and dependencies**

- 5.1 This is a complex multi-stakeholder project and as such there are a number of constraints and dependencies which will need to be managed as part of project delivery.

### **Funding**

- 5.2 Whilst the grant of £20m is significant the Council will need to decide how it will find the balance of funding given the agreed strategy to utilise capital receipts where possible and minimise borrowing. Work is currently underway to identify options to bring forward for consideration during the spring/early summer.

### **Hampshire County Council**

- 5.3 The scheme will include Library facilities which will replace the existing library in the town centre. As part of the brief, we will look at how the facility can maximise the use of shared spaces within the new Hub to provide an exciting offer for our residents.
- 5.4 Work is underway with Hampshire County Council (HCC) to agree the transfer of the existing library into the Civic Quarter scheme in exchange for the new

library facility. Given HCC's funding constraints this needs to be based on a cost neutral solution for HCC i.e., same, or less revenue costs to deliver the future library service. The project will work with HCC to agree the vision, brief and area requirements for the library facilities and will work jointly with them to deliver the project.

### **Cultural Offer Delivery**

- 5.5 The new facility will also include a range of cultural facilities. We are liaising with Hampshire Cultural Trust (HCT) to develop options for the cultural offer will work and develop an affordable funding model.

### **Land Assembly**

- 5.6 Work is underway to conclude the required land assembly to deliver the scheme and a further report will come forward on this in the coming months.

### **Operator Procurement**

- 5.7 Delivery of the project will require procurement of a new Leisure Operator. This will take place during design development and the appointed operator will be responsible for running the new building and maintaining shared spaces.
- 5.8 To support the operator procurement, process a new budget of £65,000 is required to cover the cost of specialist leisure and legal consultancy during the 23/24 financial year.

### **Civic Quarter Masterplan Delivery**

- 5.9 Project delivery is intrinsically linked with the delivery of the wider Civic Quarter Masterplan which achieved outline planning approval in February 2023. Work is underway to understand how delivery of the wider masterplan will be progressed and the project team will work as part of the wider regeneration team to manage wider dependencies and project interfaces as well as inputting to the overall strategic capital programme position.
- 5.10 The project team will ensure alignment with wider Masterplan delivery. This is particularly important when looking at finance and funding for the constructions of the scheme as any recommendation to Members will need to sit within the wider Masterplan funding and finance context.

## **6. Procurement Strategy and route**

- 6.1 In the initial design stage, the Council will appoint a Design Team to develop the project up to RIBA Stage 3. This means that the Council will retain control of the design in the early stages prior to the team novating to the appointed contractor. During this period, a detailed set of employers' requirements will be

developed to ensure that key project principles are delivered as part of the scheme.

- 6.2 As part of the client-side team a multi-disciplinary Technical Advisor Team will be appointed to provide support throughout the project. This team will work alongside officers to ensure the successful delivery of the scheme and to provide specialist technical knowledge, input and scrutiny of designs and contractors proposals as well as cost consultancy and contract negotiation support.
- 6.3 During feasibility, the preferred contractor (Willmott Dixon) was identified using an existing framework (Procurement Hub) which has already been competitively tendered allowing for the appointment of a single supplier by the Council. This was approved by Cabinet in August 2020 (RP2102).
- 6.4 An assessment of available procurement options has been undertaken to validate that this is still the preferred delivery route for the project, prior to final confirmation of the framework that will be used to appoint the contractor.
- 6.5 Given the scope and complexity of the scheme, it is considered essential that the Council retains control of the design development and delivery as well as a direct contractual relationship with the delivery team. The Council has assembled a team of professionals with a track-record in delivering leisure schemes to ensure that we have the right expertise and will be working with prospective operators during the procurement to get their input into the design development.
- 6.6 Use of a framework means that a competitive process has already taken place to appoint a single contractor to the framework with fixed core costs and overhead and profit. Framework users are then able to work directly with this framework and contractor to deliver their project without needing to undertake a wider OJEU tender or competitive process.
- 6.7 Having fixed the core costs and overhead and profit, remaining project costs are sub-contracted work packages that are locally tendered on an open book basis to a managed supply chain. This ensures that all work is competitively tendered and benchmarked to achieve value for money. It also evidences that 100% of cost on any project is market tested to achieve value for money.
- 6.8 Using this approach has allowed the Council to work with Willmott Dixon from the early stages of the project feasibility development and has streamlined the process of appointment.
- 6.9 Early contractor involvement and contractor support/advice on brief development, budget costing, project programming and buildability is provided at no cost at feasibility stage. This ensures that the key project information is sufficiently developed before preconstruction services commence. This option was not available to the Council if a mini competition was engaged with.

- 6.10 Wilmott Dixon will formally be appointed at RIBA Stage 3, however have committed to continuing to be involved during RIBA Stage 2 design development to ensure a seamless transition into the Pre-Construction Services Agreement with scheme delivery through a two stage Design & Build process.
- 6.11 This early engagement allows the collaborative development of the scheme from the outset ensuring that all parties are involved in key decisions and have a shared understanding of project delivery, parameters, and risk share. This also allows for core design team partners to transfer to the contractor upon appointment which means the Council works with the contractor to agree the team that it will work with to deliver the scheme.
- 6.12 The framework offers maximum flexibility in relation to types of contracts, subcontractor appointments and value of contracts. It is fully managed and monitors a range of core KPIs as well as Contractor financial viability.
- 6.13 The framework has a range of key deliverables which the Contractor must deliver including:
- Guaranteed minimum 20% spend of overall project value within 10 miles of the project location.
  - Guaranteed minimum 40% spend of overall project value within 20 miles of the project location.
  - Guaranteed minimum 75% spend of overall project value within 40 miles of the project location.
  - Minimum 85% of spend is with SMEs.
  - Social Return on Investment (SROI) of 10-15% of overall project value. By maximising local spend, there is a significant social return on investment and Wilmott Dixon have advised that they believe they will significantly exceed this target (they achieved 69% on their most recent scheme).

## **7. Financial Position**

- 7.1 The indicative project cost for delivery of the Leisure & Cultural Hub is £42,890,127 of which £20,000,000 will be funded through Levelling Up money. This figure excludes delivery of the Mobility Hub, Skate Park and Play Area which have an estimated cost of £8,850,000. Work is underway to finalise the overall budget, however, it is likely that the Council will need to identify in the region of £32,000,000 for delivery of the whole scheme.
- 7.2 Based on the current outline delivery programme, funding for the circa £32m above will be required in financial year 25/26 and 26/27 as Levelling Up grant will be used to fund the first phases of project delivery.
- 7.3 Work is underway to understand options as to this how this could be financed. The general approach to financing the Council's capital projects was set out in the Budget Strategy report considered by Cabinet in November and the subsequent Capital Strategy approved by Cabinet in February as follows:

*“The most credible and sustainable way of bringing forward a new capital investment is both to consider the most appropriate way of funding and to carefully think through sequencing of investment, as such the business case is based on the following capital principles:*

- All new capital investment priorities should be funded from either capital receipts or external sources (grants)*
- The financing of new capital investment should focus on ensuring borrowing is limited to the lowest possible value*
- Schemes should be sequenced credibly and added each year through only the Budget Setting report – single decision point for investment.*
- The approach to new capital investment will be based around the following process to ensure that all new investment is prudent, affordable, and sustainable:*
- Create a hierarchy of new capital investment priorities (officers and Members)*
- Develop a pipeline of asset disposals ringfenced to fund the new capital investment – timing and value need to be accurate*
- Complete a global view of cashflows and funding need of the hierarchy.*
- Determine any resultant borrowing need and test affordability vs. MTF5 budget gap”*

## **Project Budget**

- 7.4 Funding commitment for delivery of the first stage of the project in financial year 23/24 is estimated at £900,000 which has been included in the recently approved capital programme budget for the project of £1.6m. If the project does not go ahead or the Council cannot fund the wider scope of the project as outlined in the funding bid, this spend is potentially abortive.
- 7.5 The Council has also been provided with £300,000 of funding from the One Public Estate Programme (OPE) to support the feasibility studies required to meet RIBA Stage 2. This budget should be sufficient to cover all resource, design, and planning costs for the scheme in this financial year including the appointment of all consultants and associated activity outlined in Section 6.

## **Project Financing and Affordability**

- 7.6 Confirmation of the total costs of the project currently estimated at £42.89m for the Leisure and Cultural Hub and a further £8.85m for the Mobility Hub, Skate Park and Play Area will follow once the initial stage of the project work is completed. At that stage details of how the costs are to be funded in line with the Council's approved Capital Strategy will need to be determined and approved and the full capital programme budget agreed.
- 7.7 In addition, a detailed business case identifying all the relevant Capital and Revenue costs and income estimates will be prepared to determine how the

ongoing running costs of the facility will be funded between all the parties, including details of the proposals relating to the Leisure Operator.

## **Operator Income**

- 7.8 As part of the scheme delivery, the Council will be procuring a new Leisure Operator Contract to deliver leisure services across the Borough. Detailed modelling has been undertaken to inform the scope of the contract as well as the facilities mix. As part of this, financial modelling and sensitivity analysis has been undertaken to understand potential income generation.
- 7.9 The leisure sector has been hit hard in the last three years, initially due to the impact of the Covid-19 pandemic driving down income with only partial support from government to assist. The industry has been subsequently hit by a significant escalation in costs and particularly those relating to energy. The impact of these factors in combination has worsened the financial performance of facilities across the country.
- 7.10 However, the new borough-wide contract is expected to perform significantly better than the Council's current contract and is expected to provide a surplus to the Council. This revenue will be used to service any prudential borrowing undertaken to support the project and to fund delivery of the council's wider leisure and cultural offers. In years 1-4 the Council's Medium- Term Financial Strategy will need to include provision for operational and project costs where these cannot be funded from other resources.

## **8. Levelling Up Funding and Memorandum of Understanding**

- 8.1 In order to access the £20,000,000 Levelling Up funding, it will be necessary to enter a Memorandum of Understanding (MoU) with DLUHC. The MoU covers the funding commitments from DLUHC and the delivery, financial expenditure, agreed milestones, reporting and evaluation, communication, and branding expectations between the Parties.
- 8.2 The MoU underpins the agreement to deliver the agreed scope outlined in the bid in return for the funding contribution. As such, it commits the Council to the provision of the remaining project funding currently estimated at £22,890,127.
- 8.3 The MoU will be need to signed by the relevant officer(s) and approval is sought to allow the council to enter into the MoU, acknowledging the need to confirm affordability and funding approach for the scheme over the next few months.
- 8.4 The draft MoU is still to be provided by DLUHC for detailed review although it is anticipated that this will need to be signed by the end of March 2023.

## 9. Project management and governance arrangements

- 9.1 The Council has robust assurance processes for its regeneration programme and clearly defined project governance to ensure sign off at various stages of the project. These existing arrangements will be used to provide governance to the Leisure and Cultural Hub project.

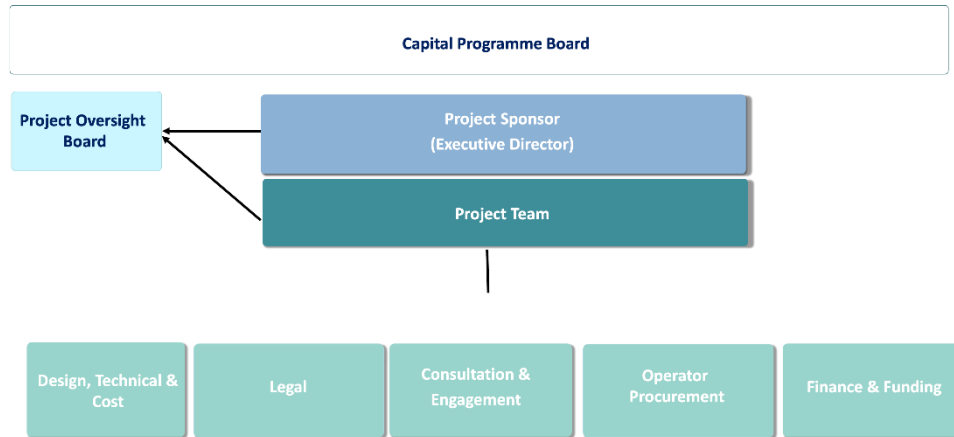


Figure 3 Project Governance and Reporting

- 9.2 The operational project team will include representatives from Hampshire County Council and Hampshire Cultural Trust and will meet every 2 weeks to manage project delivery progress and coordinate outputs from the various delivery workstreams. The operational team includes a project finance and legal lead.
- 9.3 A Joint Member and Officer Project (Oversight) Board will be established at the end of RIBA 2 and will meet every 6 weeks. In the meantime regular updates will be provided to cabinet and as part of the ongoing all-member briefings on the regeneration programme.
- 9.4 The project will be reported to the Capital Programme Board (officers approx. every 6 weeks.)
- 9.5 The Council are appointing a professional delivery team made up of a range of internal and external professionals, all of which have been appointed using existing framework arrangements to provide the optimum intelligent client function. These include:
- A Multi-Disciplinary Technical Advisor and Cost Consultant.
  - Specialist sustainability advice regarding achievement of net zero carbon who will novate to the contractor at RIBA Stage 3.
  - GT3+ and design team to include all disciplines- Expert architect and wider design team specialising in leisure scheme delivery who will novate to the contractor at RIBA Stage 3.



- Wilmott Dixon Construction – Highly experienced contractor with track record in leisure delivery and located in Farnborough.

9.6 Should further specialist resource be required e.g., legal then these will be appointed by the project team.

### **Alternative Options**

9.7 Other options considered during feasibility are set out in paragraph 2.1 of this report.

9.8 There is also an option not to deliver a new facility and use the land for other purposes. This is not in line with Masterplan or political or community aspirations.

### **Consultation**

9.9 As outlined in section 3 detailed public consultation and engagement has been undertaken to determine the proposed facilities mix as well as community aspirations for the town centre. A detailed piece of young person consultation was also undertaken to support the Levelling Up bid and is included at Appendix B.

9.10 Members have been fully involved in formal and informal consultation activity including a range of workshops and other activities to inform the feasibility study and brief development.

## **10. IMPLICATIONS**

### **Risk management**

10.1 The Council will be accepting a number of risks in proceeding with delivery of this project. These include the usual risks associated with the development and delivery of a capital project of this scale and the associated stakeholder management. While we have secured £20,000,000 funding towards the scheme, the Council will be accepting the risk of identifying the remaining funding for the project and the wider scheme as well as the wider revenue implications of delivering the cultural offer.

10.2 A detailed project and technical risk register have been developed for the project and is included at Appendix C. This is a live document which has been developed during feasibility with input from the Project Team, Technical Advisor and Wilmott Dixon Construction. This will continue to be managed and updated throughout project delivery with risks being closed out as the scheme progresses.

10.3 Procurement risks have been mitigated with OJEU-compliant frameworks with core project, contractor, and design team appointments already in place.

- 10.4 Top five risks are reviewed at fortnightly project team meetings as well as Programme Board with any significant changes to risk or new risks arising being escalated between meetings if necessary.
- 10.5 Alongside the Risk Register, the Council have an established change management procedure in place. This will document any changes requested during the design phases of the project, assess the cost impact of this and assess the impact to the programme. Any change requests will need formal sign off through a change control form by the Client before any of these can be implemented.
- 10.6 The highest scoring wider project risks include:
- Insufficient funding available to proceed with the project
  - Lack of resource and capacity across the council to support delivery of the project
  - Wider Civic Quarter delivery alignment and dependencies unresolved delaying the scheme
  - Supply chain, labour and materials shortages resulting in price and programme uncertainty

### **Legal Implications**

- 10.7 External legal assistance and budget will be required on various aspects of the project, including property, planning and contractual matters. Work will include (but is not limited to) reviewing of consultancy appointments, carrying out necessary due diligence and drafting contractual agreements.

### **Financial and Resource Implications**

- 10.8 £1.6m has been included in the recently approved capital programme with the estimated cost of delivering the first stages of the project being circa £900,000. The spend Council has also been provided with £300,000 of funding from the One Public Estate Programme (OPE) to support the feasibility studies required to meet RIBA Stage 2.
- 10.9 If the project does not go ahead or the Council cannot fund the wider scope of the project as outlined in the funding bid, this spend could be abortive.
- 10.10 Further details and confirmation of the total costs of the project, currently estimated at £42.89m for the Leisure and Cultural Hub and a further £8.85m for the Mobility Hub, Skate Park and Play Area will follow once the initial stage of the project work is completed.
- 10.11 It is currently envisaged that The Levelling Up Fund grant of £20m will be utilised in full as part of the initial stages of the project during 23/24 and 24/25 with the additional £32m to be funded from other sources yet to be determined during 24/25 and 25/26. Details of how these costs are to be

funded in line with the Council's approved Capital Strategy will need to be determined and approved prior to any further commitment being made.

### **Equalities Impact Implications**

10.12 The project addresses significant Health and Cultural inequalities as set out in the case for change.

## **11. CONCLUSIONS**

11.1 This project is a significant priority for the Council, and it is important that all reasonable actions are taken to ensure the project can be delivered in line with the levelling up timelines. The focus of the project over the next few months is to undertake design work at pace and to develop options for funding in the context of the delivery of the Civic Quarter Masterplan.

### **BACKGROUND DOCUMENTS:**

Report No. RP2009 - proposal to carry out a detailed feasibility study for the potential development of a combined leisure centre and civic hub, within the proposed Farnborough Civic Quarter.

Report No. OS2101 - options for the future provision of leisure services across the Borough

Appendix A Leisure Centre Needs Analysis

Appendix B Youth Engagement Analysis

Appendix C Project Risk Register

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# Rushmoor Borough Council

## Farnborough Leisure Centre

### Headline Needs Analysis

Final Report – August 2021

By Strategic Leisure Limited



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# Headline Needs Analysis

## Rushmoor Borough Council

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### Appendices

Appendix 1: Sports Club Questionnaire Results

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# Headline Needs Analysis

## Rushmoor Borough Council

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### 1. Introduction

- 1.1. Rushmoor Borough Council (RBC) is currently working to regenerate the two town centres of Farnborough and Aldershot. In February 2019 RBC appointed GT3 Architects and Strategic Leisure Limited (SLL) to look at the options for the future provision of Farnborough Leisure Centre as part of the wider development context.
- 1.2. In May 2019, an initial Headline Needs Analysis was undertaken of the existing Farnborough Leisure Centre facilities and included consultation feedback from the public, existing operator, clubs and existing users to inform the initial facilities' brief. The analysis was also informed by a visit to the facility and visual assessment of the existing provision, plus a review of income/expenditure and throughput over the last three years.
- 1.3. The following report provides an updated position statement, and checks and challenges the data from the May 2019 report, to help inform the final facility mix for the replacement Farnborough Leisure Centre. It also makes some comment on the facilities in Aldershot, but their investment needs are being covered in more detail in separate, but related, supplementary work.

### Local Strategic Context

- 1.4. In February 2019 Rushmoor Borough Council (RBC) adopted its Local Plan. This sets out the planning policies and principles to guide the location, scale and type of future development in Rushmoor Borough up to 2032 and provides detailed development management policies to be used in determining planning applications.
- 1.5. The Local Plan replaces the Core Strategy (adopted in 2011) and saved policies from the Rushmoor Local Plan Review (adopted in 2000).
- 1.6. The Local Plan reflects the wider strategic context for the Borough:

#### Rushmoor Borough Council 'Your Future, Your Place'

This document sets out the Council's future ambitions for Aldershot and Farnborough to 2030, using information from a residents' survey carried out in 2018.

The Vision: **To focus on issues that matter to residents**, with the improvement of our town centres, enabling opportunities for high quality education and skilled local jobs top of the list.

The vision focusses on six key priorities for the Borough:

- Vibrant and distinctive town centres;
- Housing for every stage of life;
- Strong communities, proud of our area;
- Healthy and green lifestyles;
- A growing local economy – kind to the environment;
- Opportunities for everyone – quality education and a skilled workforce.

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# Headline Needs Analysis

## Rushmoor Borough Council

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### Rushmoor Council Business Plan 2021 – 2024

#### People Priorities:

- Improve the health and wellbeing of residents;
- Encourage volunteering and help people become more connected with their communities;
- Help residents and businesses become more sustainable – reducing waste, recycling more and making more sustainable transport choices like cycling;
- Provide high quality services and in ways that do not exclude anyone.

#### Place Priorities:

- Continue to drive forward regeneration of Aldershot and Farnborough town centres;
- Maintain and develop excellent leisure and community facilities;
- Grow the local economy in a green and sustainable way;
- All Council-led projects are designed and delivered in a green and sustainable way;
- Ensure there are enough homes and types of housing in Aldershot and Farnborough.

The Plan highlights the impact of the Coronavirus pandemic, and the need for financial resilience, maintaining and building a strong local economy, improving residents health and improving community engagement.

### Farnborough Civic Quarter Masterplan Supplementary Planning Document (June 2015)

This document makes reference to the opportunity for the re-provision of the leisure centre on its current site as part of the overall Masterplan and that the site could provide a foundation for the enhancement and clustering of other leisure activities.

### Sustainable Community Strategy Plan – Vision

Rushmoor 2026 will be: **A thriving, innovative and attractive Borough, proud of its heritage. Rushmoor, a place**, where people are happy, healthy, safe and have a bright future; Which is green, open and bright; Which is easy to get around; Which has great places to go and lots to do; and With a prosperous and sustainable economy.

### Enterprise M3 Strategic Economic Plan 2018 - 2030

Since the adoption of the Core Strategy, the Enterprise M3 Local Enterprise Partnership (LEP) has made significant progress in setting out the economic direction for the Enterprise M3 area. In 2014, it produced a Strategic Economic Plan (SEP) which sets out future economic growth targets and aspirations for specific places within the LEP area. Those relevant to Rushmoor are as follows:

1. The Rushmoor Sustainable Community Strategy
2. The Enterprise M3 LEP Strategic Economic Plan

**Aldershot:** identified as a '**Step-Up Town**', which is an area of latent economic potential and which currently experiences barriers to growth that impact upon the performance of the Enterprise M3 area.

**Farnborough:** identified as a '**Growth Town**', along with Basingstoke, Guildford and Woking. Together, the 'Growth Towns' are expected to deliver about one-third of the jobs and GVA in the Enterprise M3 area. Ensuring their continued success is therefore fundamental to the economic growth of the LEP area as a whole.



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# Headline Needs Analysis

## Rushmoor Borough Council

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### Rushmoor Borough

- 1.7. Rushmoor Borough is an urban area, located 30 miles south-west of London. It is in north-east Hampshire, adjacent to the Surry and Berkshire Borders. The Borough is relatively small at 3,905 ha but is densely populated.
- 1.8. There are two main urban communities:
- **Farnborough (north of the Borough) – 57,468 population<sup>1</sup>. Farnborough is recognised internationally for British aerospace research work, its airfield (the first in Britain) and the Farnborough airshow.**
  - **Aldershot (south of the Borough) – 37,131 population<sup>2</sup>. Aldershot is a garrison town; it lies to the north of Aldershot Town Centre and is known as the 'home of the British Army'. The Garrison comprises around 11,500 people, including resident troops, soldiers in transit on courses, civil servants, contractors and dependents.**
- 1.9. Key relevant demographic statistics for the Borough in relation to the future provision of sport and physical activity include:

**Table 1.1: Summary of Factors relevant to future sport and leisure facility provision**

<b>Population Profile</b>	<ul style="list-style-type: none"><li>• The population of Rushmoor is forecast to increase from 97,000 to 108,550 by 2025.<sup>3</sup></li><li>• The 65-90+ age group increases in size by 3,868 people by 2032 and beyond.</li></ul>
<b>Ethnicity</b>	<ul style="list-style-type: none"><li>• Rushmoor has the largest non-white British population in Hampshire at 19.5%.</li><li>• The Asian ethnic group accounts for 10.4% of its overall population.</li><li>• 6.5% of Rushmoor population are Napalese in the 2011 Census. This is largely as a result of legislation surrounding Ghurkha Armed Forces personnel and the settlement in the district of them and their families.</li><li>• National data reveals that people from Black and South Asian groups are less likely to be active than those from White and Mixed race ethnic groups.</li></ul>

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<sup>1</sup> Source: ONS Mid 2019 Ward Level Population Estimates

<sup>2</sup> Source: ONS Mid 2019 Ward Level Population Estimates

<sup>3</sup> Source: Hampshire County Council's 2018 based Small Area Population Forecasts (SAPF)

# Headline Needs Analysis

## Rushmoor Borough Council

<b>Housing</b>	<ul style="list-style-type: none"> <li>• There is forecast to be a 14% increase in dwellings by 2025, up from 39,640 in 2018. 7,850 new homes projected by 2032, the end of the Local Plan period.</li> <li>• New housing will be in the following areas: Aldershot Town Centre Regeneration (The Galleries, Union Street East), Farnborough Town Centre Regeneration (Civic Quarter) and Wellesley (Blandford House), Hartnalnd Village, Sun Park and Hawley Park Farm.</li> </ul>
<b>Deprivation</b>	<ul style="list-style-type: none"> <li>• Rushmoor is ranked of 205 on Indices of Deprivation.</li> <li>• Rushmoor has three small areas of multiple deprivation – Lower Super Output Areas (LSOAs) that are in the 20% most deprived in the country<sup>4</sup>:</li> <li>• Part of Aldershot Park ward (<b>LSOA 108 ranked 4,053</b>)</li> <li>• Part of Cherrywood ward (<b>LSOA 119 ranked 3,693</b>)</li> <li>• Part of Wellington Ward (LSOA 142 ranked 5,123)</li> <li>• 11.2% of children live in low income families</li> <li>• There is poor GCSE attainment (43.3%) compared to the averages for Hampshire and England</li> <li>• Rushmoor residents take home more in wages than the average for Hampshire, the South East and the average for Great Britain.</li> <li>• Due to the Covid-19 crisis, there has been a large a rise in the number of people claiming out-of-work benefits principally for the reason of being unemployed. In March 2021, 5.1% of Rushmoor’s working age population were claiming this compared with 1.7% in March 2020.<sup>5</sup></li> </ul>
<b>Car Ownership</b>	<ul style="list-style-type: none"> <li>• The urban nature of the Borough means that residents are better able to access a range of facilities by walking and public transport than most Hampshire Districts and Hampshire as a whole, with the exception of access to hospitals.</li> <li>• Car ownership levels<sup>6</sup> are 1.3 per household.</li> </ul>

<sup>4</sup> Source: RBC Website, Index of Multiple Deprivation data sheet updated January 2020

<sup>5</sup> Source: RBC Website, unemployment data sheet updated April 2021

<sup>6</sup> Source: RBC SPD 2017

# Headline Needs Analysis

## Rushmoor Borough Council

<b>Health</b>	<ul style="list-style-type: none"> <li>• There are high levels of mental health, falls in older people and injuries resulting from self-harm amongst the Borough population.</li> <li>• 67.8% of adults are categorised as overweight this is higher than both the regional (60.3%) and national (62%) averages<sup>7</sup></li> <li>• 22% of children aged 4-5 are classed as obese lower than the regional (23%) and higher than national (19.1%) averages<sup>8</sup>.</li> <li>• 35% of children aged 10-11 are categorised as overweight this is higher than both the regional (30%) and national (34%) averages<sup>9</sup></li> <li>• Total Health costs due to physical activity are £1,334,261 per annum.</li> </ul>
<b>Physically Active / Inactive</b>	<ul style="list-style-type: none"> <li>• <b>Sport England Active Lives 2019/20 data shows:</b></li> <li>• <b>Adults</b> <ul style="list-style-type: none"> <li>➤ 30.7% of Rushmoor adults do less than 30 minutes exercise per week. This is worse than both the regional (23.5%) and national average (27.1%).</li> <li>➤ Of those adults in Rushmoor who said they did less than 30 minutes activity a week, 64.3% said they did no activity at all. This is again higher than for the region (60%) and England (63.4%)</li> <li>➤ 11.8% of Rushmoor adults are fairly active (30 – 149 mins per week) which is again worse than the regional average (12.9%) but better than the national average (11.5%)</li> <li>➤ Only 57.5% of Rushmoor adults undertake more than 150 mins of activity a week which is worse than the regional average (63.6%) and national average (61.4%)</li> <li>➤ The trend for inactive appears to be slowly increasing (getting worse)*</li> </ul> </li> <li>• <b>Females:</b> <ul style="list-style-type: none"> <li>➤ 29.4% of females in Rushmoor are inactive. This is worse than averages for the region (23.7%) and England (27.6%)</li> <li>➤ There is also a lower proportion of females in Rushmoor who are active (59.1%) compared to the region (61.9%) and England (60.1%). However, the numbers of those who are active in Rushmoor appear to be increasing year on year. There is very little difference between levels of inactivity between males (30%) and females (29.4) in Rushmoor. There are marginally more active females (59.2%) than males (57.6%) in Rushmoor.</li> </ul> </li> </ul>

<sup>7</sup> Public Health England – Health Profile Rushmoor/EnergiseMe

<sup>8</sup> Public Health England – Health Profile Rushmoor/EnergiseMe

<sup>9</sup> Public Health England – Health Profile Rushmoor/EnergiseMe

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# Headline Needs Analysis

## Rushmoor Borough Council

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- **Disability or Long Term Health Condition:**

- 43.6% of Rushmoor residents with a limiting disability are inactive. This is worse than for the region (37.1%) and England (42.5%). Rushmoor is ranked 2nd among 6 nearest neighbours in terms of the size of the proportion of people with limiting disability that are inactive
- While the proportion of people with a limiting disability that are inactive is high the smaller size of this group in the local population means that around 5,000 are inactive
- There are a higher proportion of Rushmoor residents with a limiting disability who are active (48.4%) compared to England (45.4%), but activity levels are still worse than for the region (49.2%)
- There is a large inequality between the proportions of inactive people with a limiting disability (43.6%) and those without (25.8%). The trend data suggests that this gap is getting wider (worse)

- **Age**

- 36% of 65 – 74 year olds in Rushmoor are inactive, higher than the region (29.6%) and England (31.1%)

- **Males:**

- Almost 3 in 10 males are inactive (30%). This is considerably worse than England (26.4%), the regional average (23%) and worse than all nearest neighbours
- There are also fewer active males (57.6%) compared to England (63%) and the region (65.7%).

- **People in Middle Social Grades (NS SeC 3-5):**

- Over 3 in 10 of this group (35.4%) are inactive. This is considerably worse than England (26.5%) and worse than the region (22.4%) and 4 out of 5 nearest neighbours

- **Young adults aged 16-34:**

- Only 60.4% of this group are active in Rushmoor compared to 67.6% nationally and 68.9% across the region..
- Walking and Cycling Statistics
- The percentage of adults in Rushmoor walking for leisure has increased between 2015/16 and 2019/20. However, the numbers of adults cycling for leisure has actually decreased during the same period.

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# Headline Needs Analysis

## Rushmoor Borough Council

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### Covid 19

- 1.10. On 21 March 2020, the UK Prime Minister announced that leisure centres were to close as part of the Covid – 19 lock down measures. There have been three subsequent national lockdown periods between March 2020 and April 2021 in which Rushmoor leisure centres have been closed, with income reduced to zero.
- 1.11. RBC agreed a package of financial support with the operator Places Leisure (PL) to help meet losses incurred as a result of the pandemic and help get the facilities back open.
- 1.12. The leisure management contract for Farnborough Leisure Centre, Aldershot Pools and Lido was due to end on 31 March 2021. RBC had started the procurement process back in December 2019 but the process was halted as a result of the Covid pandemic and the uncertainty of the leisure market at the time.
- 1.13. With the ongoing uncertainty and the financial issues created by the pandemic, RBC agreed at Cabinet on 23 February 2021 to allow Farnborough Leisure Centre to permanently close on 31 March and bring forward the proposals to build a new leisure centre on the site. A 3 year short term agreement was negotiated with PL for the ongoing management of Aldershot Pools and Aldershot Lido, to allow the sector to recover before re-starting the procurement process. It was also agreed that the continued opening of Aldershot Lido would be reviewed on an annual basis.
- 1.14. The pandemic has had a significant impact on participation levels both nationally and at a local level. The latest findings of the Sport England Moving Communities platform (July 2021) are as follows:

86% of respondents report that they prefer exercising in a leisure centre to a more informal environment such as at home or in a park. Only 10% responded that they do not miss their centre when it was shut, whilst 77% feel that the staff at the centre gave them the guidance, they needed to be more active.

The role that centre staff play in keeping people active is further reflected in the way in which respondents keep active when outside of facilities, or don't as the case may be.

People who were exercising at a moderate intensity between one and four days a week were more likely to be doing it within the leisure centre environment than outside, however those people exercising seven days a week were over three times more likely to be exercising outside of the leisure centre than inside.

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## Headline Needs Analysis

### Rushmoor Borough Council

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This early data also suggests an intention of respondents to keep centre-based activity at the heart of their activity habits. People felt strongly that their centre was important to them, with 97% stating that they intended to exercise at least once a week at the facility over the next six months and 82% stated that they intended to exercise more at the centre than in an informal setting (e.g., at home or outdoors). Only 9% stated that they felt their local centre did not play a significant role in the lifestyle they wanted to live.

People who were exercising at a moderate intensity between one and four days a week were more likely to be doing it within the leisure centre environment than outside, however those people exercising seven days a week were over three times more likely to be exercising outside of the leisure centre than inside.

Analysis has revealed a direct correlation between people's preference for exercising in a leisure centre as opposed to exercising in a more informal setting (e.g., at home/in a park etc.), and the IMD band that corresponds with their postcode. The data shows that the more deprived the area the more people prefer to exercise in a leisure centre. This aligns directly with weekly recovery statistics showing that a higher percentage of those returning to centres are from more deprived areas. This is perhaps unsurprising given quality of space likely to be available to people from more deprived areas to exercise in – whether indoors at home, or outdoors in public spaces - but it does serve to re-enforce the role these facilities play in communities.

The previous Moving Communities In Focus article (May 2021) investigated the strong return to facilities of participants from more deprived areas and the more balanced distribution of participation across deprivation groups.

- 1.15. In Rushmoor, there has been a significant increase in swim participation at Aldershot Pools and Lido with numbers reaching 4,716 in June 2021, higher than pre-Covid figures for the same month in June 2019 (3,088). Swimming lesson participation has also increased significantly with 2,557 attending in June 2021 compared to 2,244 in June 2019. Finally, gym participation also showed a marked increase of 1,830 in June 2021 compared to 1,302 in June 2019. The participation trends are therefore encouraging for Rushmoor.
- 1.16. Rushmoor's latest National Promoter Score in May 2021 (NPS - measure of customer loyalty) is also very positive, achieving an NPS score of 89 compared to the national average of 52. Cleanliness also scored 97% compared to the national average of 86%.

## Summary

1.17. It is clear from the above that key factors to reflect in terms of future leisure provision include:

- **A growing population;**  
**An aging population**
- **A population that is growing in ethnic diversity;**
- **A population with key groups of inactive people, impacted further by the Covid pandemic;**
- **The need to provide facilities and activities which encourage and support increased levels of physical activity, and behaviour change in the inactive; and**
- **A specific need to provide activities for those with life limiting disabilities, males, females, young people aged 16-34, older people aged 65+, and those in middle social grades.**

## 2. Farnborough Leisure Centre and Aldershot and Lido - Existing Facilities

### Farnborough Leisure Centre (now Closed)

- 2.1. A report went to a meeting of RBC's Cabinet on 23 February 2021 in which it was recommended that, due to the current position with the leisure market and the increased costs and other risks associated with the ongoing operation of the Farnborough Leisure Centre, that the facility would remain closed at the end of the existing contract (31 March 2021) and the Council take action to bring forward the demolition and re-provision of a new leisure facility on the Civic Quarter site.
- 2.2. The facility mix for the replacement leisure centre had been agreed at a previous meeting of Cabinet on 16 December 2019. The facility mix would incorporate the following facilities:
- **New Farnborough Leisure Centre**
    - 1 x 25m x 8 lane main pool.
    - Spectator provision – limited permanent poolside seating, with the ability to bring in seating for competitive events as needed.
    - Village change conforming to safeguarding guidance; fully inclusive; Changing Places room. Village style changing, plus group changing rooms.
    - 1 x 20m x 4 lane intermediate pool with a movable floor.
    - Fitness Suite - 150-170 stations.
    - 1 x 6 or 8 court main sports hall.
    - 2 x multi- purpose sprung floor studios
    - 1 x permanent spinning studio
    - 2 x squash courts with moving wall so can be converted into multi-purpose activity space
    - 1 x 10 pin bowling alley.
    - 1 x Café with 60 + covers.
    - Climb and climb adjacent to café/soft play
    - Beauty/physio rooms etc if on rental income basis.
    - Retail space of 50 sq. m.
    - Vending machine space
    - 1 x sauna and steam suite.
- 2.3. The facility mix did not include the re-provision of indoor bowling for financial reasons. RBC is in the process of reviewing alternative options for Rushmoor Indoor Bowls Club. The previous Headline Needs Analysis (May 2019) identified that as an alternative, indoor bowls could be provided as a standalone facility.



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### Rushmoor Borough Council

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2.4. The above facility mix does include the re-provision of a 10 pin bowling alley. However, RBC is now considering providing this as a separate standalone facility within the Civic Quarter site.

### Aldershot Pools

2.5. The centre is located in a densely populated area less than a mile from Aldershot town centre. There is a large public park to the rear. A 2 court Floodlit 3G pitch is located in the 170 space coach and car park. The entrance to the 80 year old Lido is located in the car park. To the rear of the Lido, and in a separate building is the Rushmoor Gymnastics Academy. There is on street parking locally.

2.6. Aldershot Pools and Lido comprises:

- **1 x 25m x 6 lane main pool;**
- **1 x 12.5 x 10m teaching and play pool;**
- **1 x 30 station Fitness Suite with stretching area and free weight rack;**
- **Traditional separate male and female changing areas;**
- **Vending machines in reception area (no café); and**
- **Outdoor Lido (significant scale, horse-shoe-shape).**

2.7. The building is typical of a late 1980s community pool as promoted by the then Sports Council. Timber roof spars are in evidence in the pool hall and the low roof reduces the amount of natural light into the space. Additionally, the fitness suite is located down the left-hand length of the pool hall thus reducing the natural light even more. Limited spectator seating is located at the shallow end of the main pool with a view over to the teaching pool.

2.8. The fitness suite is narrow and does not appear to be purpose built. i.e. it was probably originally designed for another purpose such as a meeting room or management suite. Its overall scale and appeal is limited.

2.9. Internally the building is in good condition. Externally the building has been maintained but its aesthetic appeal is low.

2.10. An extension to the building at ground level is not possible without encroaching into the car park or the Lido area.

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2.11. As the building is single storey the option to build upwards and outwards would require very careful consideration - and probable demolition of the present building as well as encroachment into the car park/Lido.

### Aldershot Lido

2.12. The Aldershot Lido was built in 1930 and is the largest outdoor pool in Hampshire. The Lido comprises:

- **A picnic area;**
- **Large outdoor pool (1.5million gallons);**
- **3 fun water slides;**
- **Diving area;**
- **Toddler paddling pool; and**
- **Large sandpit.**

2.13. The Lido operates on a seasonal basis and is open for circa 80 days per annum between July – September, with part-time opening around the May holidays.

2.14. The Lido is in need of significant investment given its age and condition.

2.15. RBC has previously investigated a number of options relating to the Lido including the commissioning of outline refurbishment/redesign drawings (Willmott Dixon; Spring 2017) and an informal discussion with one of the leading Leisure Operators (Everyone Active; Spring 2017).

2.16. The cost of operating a Lido is mainly centred on the capital replacement of plant and machinery/pool tank during the closure period and the revenue costs of lifeguarding a very large swimming pool with flumes and substantial picnic space during the open season, when weather plays a significant part in attendances.

2.17. The nearest Lidos are 15- 20 miles away (Guildford, Petersfield, Hampton Court, London and Arundel) so there is no effective competition for Aldershot Lido in the immediate locality. Anecdotally, the Lido also attracts many people from outside the Borough.

# Headline Needs Analysis

## Rushmoor Borough Council

### Review of Existing Operation

2.18. A summary of the existing Aldershot Pools and Lido annual performance is set out in Table 2.1.

**Table 2.1: Annual Performance Aldershot Pools and Lido (NLRF data 2019/20)**

Aldershot Pool and Lido Facilities	Visits 2017/18	Visits 2018/19	Visits 2019/20	Income 2019/20 £
Fitness (gym)	21,694	19,719	19,731	<b>315,000</b>
Group workout (aqua only)	10,211	10,259	2,283	<b>2,500</b>
Swimming lessons	34,849	34,699	27,962	<b>269,000</b>
Swimming activities (excluding swim lessons)	43,701	51,453	43,508	<b>353,000</b>
Other activities	5,460	6,980	7,023	<b>69,000</b>
<b>Total</b>	<b>115,915</b>	<b>123,110</b>	<b>100,507</b>	<b>£1,008,500</b>

2.19. An analysis of throughput at Farnborough Leisure Centre (pre-Covid 2017/18, 2018/19 and 2019/20) shows:

2.20. An analysis of throughput at Aldershot Pool and Lido (pre-Covid 2017/18, 2018/19 and 2019/20) shows:

- **Swimming** – decline in both adult and swimming participation, but the latter is now increasing; decline in concession swims 14/15 to 16/17 but now increasing again. There is no tangible reason for the drop in casual swimming. Places Leisure comment that lower swimming numbers have been experienced across all of their facilities, not just the Rushmoor contract.
- **Swimming Lessons** – improvement in lesson participation year on year.
- **Fitness** – growth in fitness suite participation numbers 13/14 to 16/17. Decline in participation numbers 17/18.
- **Lido** – participation levels declined sharply 20 2016/17; numbers almost doubled in 2018 due to the very hot summer in the UK.

2.21. As stated in 1.15 above, the Covid pandemic has had a significant impact on participation levels both at a national and local level. However, following the re-opening of Aldershot Pools and Lido following Lockdown 3, participation levels are beginning to show positive signs of recovery in Rushmoor with higher gym and swim lesson participation levels experienced in June 2021 compared to pre-Covid June 2019. However, the closure of Farnborough Leisure Centre will have impacted on these numbers with customers changing from using one site to another.

### SLL Visual Assessment- Farnborough Leisure Centre

2.22. A visual assessment of the existing facilities identifies the following:

**Table 2.2: Summary of SLL Visual Assessment – Aldershot Pools and Lido**

Aldershot Pools and Lido - Existing Facility	Visual Assessment Observations
<ul style="list-style-type: none"><li>• 1 x 25 m six lane main pool</li></ul>	<ul style="list-style-type: none"><li>• An attractive pool but the poolhall roof leaks in places, and the overall area is in need of investment.</li></ul>
<ul style="list-style-type: none"><li>• Changing facilities including family and group changing rooms</li></ul>	<ul style="list-style-type: none"><li>• Existing design does not align with modern day safeguarding guidance.</li></ul>
<ul style="list-style-type: none"><li>• 1 x 12.5 m x 10 m teaching pool</li></ul>	<ul style="list-style-type: none"><li>• The size is inefficient in that it cannot provide for more than two sets of junior lessons at the same time</li></ul>
<ul style="list-style-type: none"><li>• 1 x 30 station fitness gym</li></ul>	<ul style="list-style-type: none"><li>• The number of stations are constrained by the available footprint. The narrow space and low roof does not provide a modern open fitness environment.</li></ul>

### 3. Consultation Feedback

3.1 Consultation has been undertaken with National Governing Bodies of Sport and Clubs who previously used Farnborough Leisure Centre (excluding Rushmoor Indoor Bowls Club) regarding their facility requirements for the new leisure centre.

#### Clubs who used Farnborough Leisure Centre

3.2 14 clubs who previously used Farnborough Leisure Centre were contacted and consulted with by phone, email or online meeting.. Responses (shown in Green) were received from:

- **Farnborough College of Technology;**
- **Aldershot Dolphins Scuba Club**
- **Farnborough U3A;**
- **Rushmoor Royals;**
- **Funtime Dance and Drama;**
- **Farnborough Swim Club;**
- **Ten pin bowling leagues.**
- **Farnborough Flyers;**
- **Rushmoor Youth Swimming**
- **Henry Tyndale school (special needs);**
- **RSA;**
- **BOC healthcare;**
- **Rushmoor Synchron;**
- **YBC (Youth Bowling Club); and**

3.3 Those highlighted in red above were not contactable,. Respondents identified the information shown below in Table 3.1. The full club survey responses are included as Appendix 1.

# Headline Needs Analysis

## Rushmoor Borough Council

**Table 3.1: Summary of Club Consultation**

Which club/group are you answering on behalf of?	Approximately, how many members are there in the club/group?	Approximately, how many are active members?	Approximately, how many teams does the club/group have?	Have membership increased over the last 3 years?	Does the club plan to increase its membership numbers?	What facilities are required by the club/group?(E.g. 8 lane pool, 6 badminton courts etc)	What standard of facility is required?
<b>Rushmoor Royals Swimming Club</b>	618 pre-Covid 100 Covid	550 pre-Covid 100 Covid	5	No – due to Covid	Yes	<p>For competitions - a competition standard pool (10 x 25m lanes at 2.5m apart), deck level with raised ends, appropriate depths and moveable floor. SWISS Timing System and Suite. Competition anti-wave lane ropes and Starting blocks (Fina FR 2.7 spec) with wedges and ledges. Backstroke Flags and poles. Pool to be maintained between 27 and 29 degrees Celsius.</p> <p>Alongside a 5 lane x 25m tank with moveable floor to go down to 3 metres could cater for both swimming and syncro. The spectator area including all aspects - timing system and suite (room on balcony), diving blocks, spectator seats (250 – 300) plus 150 additional on poolside for swimmers. During competitions we may also need access to meeting room to house officials briefings, club kit sales etc. Separate male/female group changing, lockers, storage for club equipment. Need bigger pool decks to accommodate more swimmers and enable other side activities (info desk/stall). A bus park for teams arriving by coach. Child welfare to be considered in design i.e. viewing gallery and changing rooms.</p> <p>An office space would be ideal to enable coaches working split shifts to work together.</p>	Regional

# Headline Needs Analysis

## Rushmoor Borough Council

Which club/group are you answering on behalf of?	Approximately, how many members are there in the club/group?	Approximately, how many are active members?	Approximately, how many teams does the club/group have?	Have membership increased over the last 3 years?	Does the club plan to increase its membership numbers?	What facilities are required by the club/group?(E.g. 8 lane pool, 6 badminton courts etc)	What standard of facility is required?
						<p>Access to water fountains on poolside.</p> <p>Collaboration with any inhouse physio would be beneficial for swimming and other sports.</p>	
<b>Rushmoor Youth Swimming</b>	140	140	1	No	No		Club
<b>Aldershot DOLPHINS' Scuba Club</b>	35	18	0	No	Yes	<p>Pool with area of 3 metres+ depth. Half 25m pool at this depth would be adequate, but larger the area the better. Club also needs access to a shallow end of 1m depth for training and entry purposes.</p> <p>Lecture room for up to 15 people approx. with a projector for safety briefings.</p> <p>Ventilated storage space for storing equipment and allowing it to dry. Storage for approx.. 10 sets of scuba gear required.</p> <p>Access to a side door to the pool due to lots of heavy equipment being brought on site for each session.</p> <p>Club currently leases a large 'lock up' building from RBC for our boat and equipment. Would be nice to have this storage as part of the new facility, but not essential.</p>	N/A

# Headline Needs Analysis

## Rushmoor Borough Council

Which club/group are you answering on behalf of?	Approximately, how many members are there in the club/group?	Approximately, how many are active members?	Approximately, how many teams does the club/group have?	Have membership increased over the last 3 years?	Does the club plan to increase its membership numbers?	What facilities are required by the club/group?(E.g. 8 lane pool, 6 badminton courts etc)	What standard of facility is required?
<b>Farnborough Swimming Club</b>	170	170	1	No	Yes	<p>6 lane pool at least 25 metres long 3m at the deep section, less than 1 m deep at the shallow section. Preferably a separate teaching pool.</p> <p>Enough space for 20 – 30 people to get changed at the same time.</p> <p>Secure storage space for equipment on poolside.</p> <p>Spectator seating – children under 8 years must be accompanied on poolside by an adult so needs to have close access.</p>	Club
<b>Ten Pin Bowling Leagues</b>	120 pre-Covid 31 Covid	31	30	No due to Covid	Yes	Tenpin Bowling lanes. 60ft lane from foul line to pins, with a further 10ft to seating area. Minimum of 10 lanes needed. Could easily have filled 16 lanes pre-covid.	Regional
<b>Farnborough Flyers</b>	50 Covid	40	1	No due to Covid	Yes	<p>2 badminton courts (6 trampolines); overhead rig, push in safety mats, safety matting for the floor. To host competition, the roof height has to be a minimum of 7m – 10m high. For recreation, the height needs to be a minimum of 5m high.</p> <p>8 trampolines for competition; warm-up area.</p> <p>Large storage for trampolines.</p>	Regional



# Headline Needs Analysis

## Rushmoor Borough Council

Which club/group are you answering on behalf of?	Approximately, how many members are there in the club/group?	Approximately, how many are active members?	Approximately, how many teams does the club/group have?	Have membership increased over the last 3 years?	Does the club plan to increase its membership numbers?	What facilities are required by the club/group?(E.g. 8 lane pool, 6 badminton courts etc)	What standard of facility is required?
<b>Rushmoor Synchro</b>	50 Covid	50	7	No due to Covid	Yes	<p>6 lane pool at least 25m in length – Sport England minimum depth of 2m, but ideally 3m. Also require use of land training area such as sports hall or studio.</p> <p>Access to space around the pool for participants and registration.</p> <p>Separate group changing.</p> <p>Good acoustics in pool hall.</p> <p>Spectator seating for 120 – 150 people for shows.</p> <p>Lockable storage cupboard 3m x 2m.</p>	Regional

- 3.4 The above feedback illustrates the need for clubs to have access to both specialist training and competitive facilities, as well as changing facilities, storage, spectator provision and ideally office (swimming coaches) and catering provision.
- 3.5 Clubs are an important element of a leisure centre user base, but their requirements need to be balanced with those of the general public, given the facility will be funded through public resources.
- 3.6 Henry Tyndale school (special needs) they have said lots of questions at the start of the survey are related to clubs but because they are a school they didn't think it was for them and their particular setting so answers would be incorrect and wouldn't be helpful to anyone. They would be happy to give feedback if it was more tailored towards them as a school rather than a club.

# Headline Needs Analysis

## Rushmoor Borough Council

### National Governing Bodies (NGB)

3.7 Consultation with NGBs identifies the following:

3.8 National Governing Bodies of Sport (NGB's) have been consulted regarding facility requirements for the replacement Farnborough Leisure Centre. There comments are contained in the table below. Some NGB's are currently planning (some but not all with Sport England) new priorities for the next funding cycle 2017 – 2021. Sport England and NGB's support increased participation in physical activity and sport as a response to the obesity crisis facing our children and young adults along with the increasing mental health issues displayed by many sections of society.

**Table 3.2: Summary of NGB Consultation**

Organisations	Contact	Current Development and Priorities	Future Development And Priorities
<b>Badminton</b>	Tanya Woodward Relationship Manager at Badminton England.co.uk	<p><b>1. What are the current priorities in the area covered by Rushmoor BC</b></p> <ul style="list-style-type: none"> <li>• Below average number of sites (11 vs 24)</li> <li>• Below average number of courts available (46 vs 76)</li> <li>• Total unmet demand for courts across the area -0.4 courts</li> <li>• 13.2% of the population of Rushmoor has a disability but we do not currently have a disability club – potential area for development</li> <li>• Average number of coaches in the area which may support future participation growth</li> </ul> <p><b>2. What might be required to support your priorities in the coming years</b></p> <ul style="list-style-type: none"> <li>• There are 10 (3+court) sports halls containing 50 courts in Rushmoor.</li> <li>• Two hall(s) are for private use only; thus 42 courts are available for badminton.</li> <li>• The total number of court hours per week (3+ court sports halls) available in Rushmoor during stated peak time is 1,633</li> <li>• All badminton courts in Rushmoor meet the Badminton England quality threshold (above average/good) which equates to 1,633 court hours .</li> </ul>	<p>Need for disability badminton club in Rushmoor</p> <p>Access to courts at peak hours to address current and latent demand for badminton</p>

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## Rushmoor Borough Council

Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<ul style="list-style-type: none"> <li>• There is a need for 50.89% of the 1,633 good quality peak time court hours, available each week, to service current and latent badminton demand.</li> <li>• Additional court hours required per week in 2030 are 25.</li> </ul> <p><b>3. Who are the key clubs and what do they deliver for your sport?</b></p> <ul style="list-style-type: none"> <li>• Aloes Badminton Club</li> <li>• Eagles Badminton Club</li> <li>• Hawley Badminton Club</li> <li>• Parkside Badminton Club</li> </ul> <p><b>Key facilities</b></p> <ul style="list-style-type: none"> <li>• Farnborough Leisure Centre</li> <li>• Aldershot Garrison Sports Centre</li> <li>• The Sixth Form College Farnborough</li> <li>• Wavell Campus Leisure</li> <li>• Fernhill School</li> <li>• Alderwood Leisure</li> </ul> <p><b>4. What long term plans or developments do you have in mind/ in progress</b></p> <ul style="list-style-type: none"> <li>• No answer given</li> </ul> <p><b>5. Do you have access to funds to support your plans and development in Rushmoor</b></p> <ul style="list-style-type: none"> <li>• In terms of funding being available, we do not currently have our own capital investment programme but it is something that we are currently exploring with Sport England which may result in funds being available from April 2022 onwards. However, this will not be confirmed for a few months yet if it does prove to be the case.</li> </ul>	

# Headline Needs Analysis

## Rushmoor Borough Council

Organisations	Contact	Current Development and Priorities	Future Development And Priorities
<b>British Gymnastics And Trampolineing</b>	Rob Hardy	<p><b>1. What are your current priorities in Rushmoor?</b></p> <ul style="list-style-type: none"> <li>The main issue for gymnastic development is having access to sufficient dedicated space – clubs are able to grow and extend their programmes. The other key factor is the availability of coaches qualified at the right level which has become a significant problem during lockdown.</li> </ul> <p><b>2. What might be required to support your priorities in the coming years?</b></p> <ul style="list-style-type: none"> <li>The Facilities Strategy highlights the key benefits that BG will work towards to improve facilities for gymnastics particularly by supporting clubs with their plans for improvement of their spaces and to relocate to better and bigger spaces.</li> </ul> <p>Dedicated gymnastics facilities allow for a wide range of potential benefits including:</p> <ul style="list-style-type: none"> <li>Increased participation opportunities</li> <li>Wider range of equipment</li> <li>Greater diversity of activity delivery</li> <li>Improved governance and operations</li> <li>Additional coaching and other gymnastics careers</li> <li>Venue for local events and competitions</li> <li>Ability to focus on performance pathways</li> <li>Development of social impact</li> </ul> <p>Clubs moving into dedicated facilities will be able to increase their membership and diversify their range of activities including to the local community and by working with other organisations offering physical activity opportunities.</p> <p>Currently approximately 1/3 of clubs operate from their own facility, 1/3 in non-dedicated school venues and 1/3 from non-dedicated leisure centres.</p>	<p>Access to dedicated space in Rushmoor.</p> <p>Availability of suitably qualified coaches</p>

# Headline Needs Analysis

## Rushmoor Borough Council

Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<p>BG's target is to have 40 clubs per year moving into dedicated spaces.</p> <p>By working with local authorities in the early stages of assessing their sports facility strategy requirements, British Gymnastics will be able advice where clubs have ongoing facility projects and promote the demand and benefits of these to the local council.BG is keen to work with local councils to progress projects and work on joint project.</p> <p>Integrating gymnastics facility requirements into the long-term sports facility planning process is the most effective way to ensure gymnastics is highlighted when leisure facility plans are being considered.</p> <p><b>3. Who are the key clubs and what do they deliver for your sport?</b></p> <p>Rushmoor GA – dedicated facility for 20 years plus            Fox – local sports hall            Steller – based in a local academy – met them a couple of years ago – proposal was to build a new sports centre and lease the old one to the gymnastics club            Prestige – based in a country park in a dedicated facility – met them to discuss a project to take over a new sports centre being built by a housing developer            Farnborough Flyers – trampoline club based in a sports centre</p> <p><b>4. What long term plans do you have in mind, or already have in place?</b></p> <p><a href="https://www.british-gymnastics.org/documents/clubs-schools-and-leisure-centres/8551-facility-strategy-2017-2021/file">https://www.british-gymnastics.org/documents/clubs-schools-and-leisure-centres/8551-facility-strategy-2017-2021/file</a>            Link to facility strategy – new facility strategy is being prepared for 2022-2027</p> <p><b>5. Do you have access to funds to support your plans and development in Rushmoor?</b></p> <p>New funding streams have been established by Sport England include those focused on older people, deprived communities and to encourage and develop volunteering.</p>	

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Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<p>The significant funding stream for Local Delivery Pilots with a budget in excess of £150m has also established focusing on new ways of delivery of sport and physical activity.</p> <p>The key focus now for Sport England is to tackle physical inactivity, particularly among those target groups where inactivity levels are highest.</p> <p>Sport England latest strategy Uniting the Movement is focused on reducing inactivity focusing on key target groups.</p> <p><a href="https://www.sportengland.org/why-were-here/uniting-the-movement">https://www.sportengland.org/why-were-here/uniting-the-movement</a></p> <p>The main Sport England funding stream available for capital projects is the Community Asset Fund (CAF) which replaces the Inspired Funding Stream. Some examples of gymnastics clubs that have been successful include Andover with a £60k award and Leatherhead and Dorking who are receiving a £70k grant. Carterton in Oxford have been awarded £100k as have Portsmouth School of Gymnastics who received £50k</p> <p>Sport England although the Improvement Fund has ceased still has the Strategic Facilities Fund which a couple of clubs have advised that they will make an approach. Access to this fund is very challenging and requires significant local authority support.</p> <p><a href="https://www.sportengland.org/funding/">https://www.sportengland.org/funding/</a></p> <p>There are other funding streams, often local to an area or county and there are sources of information from local authorities, the local voluntary sector as well as County Sports Partnerships (CSPs) who often have search tools to access funding information and advice. Active Sussex have one on their website.</p> <p>One example of other funding streams that could be accessed, provided from landfill tax credits (ENTRUST) are offered via charitable foundations linked with re-cycling organisations such as BIFFA, SiTA and Veolia. Funding eligibility can be established via a postcode checker.</p> <p><a href="https://www.entrust.org.uk/">https://www.entrust.org.uk/</a></p>	

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Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<p>There are also a number of independent trusts and foundations such as the Peter Harrison and Garfield Weston Foundation who have provided grants to gymnastic clubs for example one recent example is Spelthorne Gymnastics Club for their new build project in 2017.</p> <p><i>The funding landscape has changed significantly in recent years with a new focus on tackling inactivity and developing a wider remit for sport and physical activity within local communities. Key issues to be addressed prior to seeking grants include governance structure, financial background including having a detailed business plan and undertaking research and insight work to understand your membership and potential membership as well as data of your local area including demographic trends.</i></p> <p>British Gymnastics have now established a low-cost loans scheme called Club Capital <i>which</i> has been operating for just over a year with 16 approved projects and 9 currently opened (July 21) Clubs include Croydon who have moved into a former town centre store and some clubs are also considering using modular buildings.</p> <p><a href="https://clubcapital.co.uk/">https://clubcapital.co.uk/</a></p>	
<b>NAKMAS</b> <b>National association of Karate and martial arts school</b>	Sandra Beale. Director of Operations	<b>No response received</b>	
<b>Swim England</b>	Ryan Davies Facilities Officer	<p><b>1. What are your current priorities for the area covered by Rushmoor DC</b></p> <p>The last few years have been a real challenge for both of these clubs with the army pool being shut until very recently and Farnborough LC shutting permanently, this was a good venue for artistic too as it had deep water in the middle of the pool. They do have Aldershot pool/lido but this is not suitable for synchro as it is very shallow.</p>	Existing supply can meet current demand for swimming in district as long as existing aged facilities are replaced

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Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<p>Subsequently the artistic club have been training out of a private school pool in Odium and Guildford Spectrum diving pit, both of which are out of their home borough. Rushmoor Royals have also been utilising private schools out of the borough and the RAF pool in Odium, they have secured time at the new pool in Camberley which has just opened, there is no home club in that area.</p> <p>We feel that the current water provision is able to meet the demand for swimming within the district. Our main priority at this stage would be to make future plans for possible replacements of aged facilities. Both Aldershot Pool and Farnborough LC were both built in the 1970's. The data suggests that facilities of this age have already become or will soon become financially unsustainable.</p> <p><b>2. What might be required to support your priorities?</b></p> <p>What size man pool would you recommend for a replacement Farnborough LC? 25m x 8 lane</p> <p>What size learner/teaching pool would you recommend? 10m x 17/20m</p> <p>Would you support the provision of a moveable floor in the training pool? Yes it would provide a diverse pool programme and the deep water needed for the high level artistic swimming club</p> <p><b>3. Who are the key clubs and what do they deliver for your sport?</b></p> <p>The main clubs based in Rushmoor are Rushmoor Royals Swimming Club and Rushmoor Artistic Swimming Club. Several other clubs (10+) utilise the 50m army facility in Aldershot either weekly or from time to time but they are primarily based out of that borough. Rushmoor Royals are swimming only from learn to swim upwards, they compete up to British National level, Rushmoor Artistic are one of the leading clubs in the country for Artistic swimming and often have international representation.</p> <p><b>4. What long term plans or developments do you have in mind?</b></p>	



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Organisations	Contact	Current Development and Priorities	Future Development And Priorities
		<p>The re-development or replacement of aging facilities</p> <p><b>5. Do you have access to funds to support development?</b></p> <p>No answer given</p>	

### Feedback from other Consultees

3.9 Consultation from other stakeholders identifies:

**Table 3.3: Summary of Consultation with other Consultees**

Consultee	Feedback
<b>Places Leisure, Current Operator</b>	<p>Amount of retail space required in reception area - <b>(8m wall space)</b></p> <p>Number of café covers / sq meters in main building - <b>(100 covers)</b></p> <p>Do you consider ten pin bowling to be a financially viable (profitable) proposition in a new centre and if so; with separate entrance to the facility? <b>Yes</b></p> <p>Would you want a facility specific café in the Bowling alley? <b>Yes, with the bowl reception dealing serving customers at off peak times.</b></p> <p>You suggested a fitness gym with around 140/150 stations inc group exercise frame, stretching area and free weights. This is significantly more than at present so is this still your preferred option - <b>Fitness Suite c150stations = 750m<sup>2</sup>, 2 x Studios c200m<sup>2</sup> each (50 capacity each) and a further holistic studio c120m<sup>2</sup> and a separate Group Cycle Studio c90m<sup>2</sup></b></p> <p>Would you prefer a 4,6,8,10 badminton crt hall assuming that three multi use activity studios are included in the facility mix? <b>Either a 4 or 8 court hall</b></p>
<b>Energise Me</b>	<p>We Can Be Active physical activity strategy was published in July 2021. It has 5 broad goals:</p> <ol style="list-style-type: none"> <li><b>1. Positive early experiences</b> for our children and young people</li> <li><b>2. Opportunities</b> that meet our needs and interests, and are accessible and easy to find.</li> <li><b>3. Places and travel routes</b> where we <i>all</i> feel safe and are encouraged to be active.</li> </ol>

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Consultee	Feedback
	<p><b>4. Support</b> to help us get started or keep moving when we feel that we can't do it alone.</p> <p><b>5. Bold leaders</b> working together to create happier and healthier communities.</p> <p>The new FLC can make an important contribution to all these goals. The involvement of the community in helping to determine the facility mix and what else is important to them is crucial.</p> <p>The building and the facility mix are important. Programming, price, the skills of the staff, marketing and communications etc will be important to its success.</p> <p>FLC is an indoor centre at the moment. Consideration should be given to the opportunity to provide outdoor space to make physical activity more accessible and visible? What opportunities does the masterplan for the new civic quarter provide to design a space that can be versatile, welcoming, inviting and where physical activity, in all its forms can be more visible. These spaces could include informal spaces that can be used by personal trainers to take activity outdoors. <a href="#">New Energy Fitness outdoor space</a>. Spaces for play, spaces to cycle and to walk, to scoot and to skateboard. To provide context, here's a quote from IAKS <i>"The individualisation of our society and new ways of working with blurring boundaries between work and leisure are leading to stronger demand for individual sports like swimming, jogging and cycling. These are often performed in public spaces that are not limited by opening hours, e.g. cycling tracks without crossroads like the idea of skycycle in London. This calls for multifunctional and safe public spaces. At the same time, workplaces need to integrate facilities for physical activities. Another opportunity is to open sports facilities (especially sports halls) to the individual, e.g. the Danish idea of sports halls as "indoor commons"</i>.</p> <p>The design should consider the connection to the urban environment and how spaces to play can be extended. There are some images in this publication by IAKS <a href="https://www.iaks.org/en/iaks/future-trends">https://www.iaks.org/en/iaks/future-trends</a>.</p> <p>Thinking of the ageing population and those with long term health conditions, consideration will of course need to be given to lighting, stairs, signage etc. New activities are emerging for these potential users and the new facility should take this into account e.g. dance.</p> <p>Building on this, it will be important that the leisure centre has multi-functional spaces that can be flexed to meet different needs and adapted over time to meet new needs. Studios for classes, including dance will be important. Also for individuals, clubs and organisations to hire.</p> <p>If RBC are looking for external investment, consideration will need to be given to the make-up of the facilities e.g. can services be co-located to increase footfall (I know that talks have taken place in the past about the co-location of the library), more importantly can health services be co-located to allow for collaboration on social prescribing and better prevention services?</p> <p>What will set an application apart? How can the new facility innovate to tackle inactivity? The town centre development and co-location of the sports centre present a really exciting opportunity to connect physical activity to indoor and outdoor space for leisure time.</p> <p>Finally, the link to active travel should be considered. From personal experience, Farnborough town centre is poorly laid out and signposted and its connection to the railway station is also difficult to navigate. Can we make it easier for the community to choose to walk or cycle into the town centre for leisure.</p>

## 4. Facility Analysis

- 4.1 The Rushmoor Open Space, Sport and Recreation Study (2014) examined indoor sports provision within Rushmoor, including quantity, quality and accessibility assessments. In summary, the recommended approach is to protect and enhance existing provision. Overall, existing indoor sports provision is assessed to be adequate for Rushmoor; whilst existing levels of provision should be protected, the 2014 study does not identify the need for additional swimming pools, sports halls or fitness suites, or indeed any other sports facilities.
- 4.2 The 2014 study does support the replacement of existing facilities where there is a need to improve quality; it is in this context, plus that of a growing population, together with what was already known about use of available capacity at the existing Farnborough Leisure Centre that informs the proposed future facility mix.
- 4.3 Table 4.1 identifies other existing facility provision in Rushmoor which needs to be taken into account in planning a replacement for Farnborough Leisure Centre.

**Table 4.1: Summary of existing Facility Provision in Rushmoor**

Existing Farnborough Leisure Centre	Other Publicly Accessible Facilities
1 x 33m six lane main pool with shallow water (0.9m) at both ends of the pool;	<ul style="list-style-type: none"> <li>• One of three public pools in Rushmoor, and one of two publicly accessible main pools in the Borough (the other is at Aldershot Pools and Lido).</li> <li>• There are five other pools in the Borough; one is for private use (Farnborough Hill School); three provide for registered membership use only (Pavilion Health and Fitness Club, The Village Gym, Nuffield Health); Aldershot Garrison (MOD) offers a 50m x 8 lane pool and is available at limited times for public access but is subject to close in the event of any security alert.</li> </ul>
Mixed village style changing facilities including family and group changing rooms	<ul style="list-style-type: none"> <li>• Changing facilities available in all sport and leisure facilities.</li> </ul>
1 x 12.5 m teaching pool;	<ul style="list-style-type: none"> <li>• One of three learner pools in the Borough (the other publicly accessible learner pool is at Aldershot Pools and Lido). There is a learner pool at Pavilion Health and Fitness Club, but this is accessible by registered members only.</li> </ul>

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	Other Publicly Accessible Facilities
1 x 100 station fitness gym	<ul style="list-style-type: none"> <li>• The fourth largest fitness suite in the Borough – Pure Gym has 220 stations, Nuffield Health 174 Stations and Anytime Fitness (Aldershot) 125 stations. and one of only three pay and play facilities in the Borough, the others being Studio 1 (Aldershot) and Aldershot Pools and Lido.</li> <li>• Of the sixteen fitness suites in the Borough, one is limited public access (Aldershot Garrison), one is for private use only (Farnborough Hill School), one is dual use (Alderwood Leisure Centre) one is open to sports clubs (Farnborough 6<sup>th</sup> Form College) and the remaining ten are open to registered members only.</li> </ul>
1 x 10 badminton court multi sports hall	<ul style="list-style-type: none"> <li>• Farnborough LC had the largest sports hall in the Borough, and the only one with public pay and play access.</li> <li>• There are nine sports halls in Rushmoor; one has limited access for sports clubs (Aldershot Garrison); seven are on education sites with limited access ie evening and weekend for sports clubs; and two are only available for private use (Cove School and Farnborough Hill School).</li> </ul>
2 x studios	<ul style="list-style-type: none"> <li>• There are a total of seven facilities providing twelve studios in the Borough. There were previously two studios in Farnborough Leisure Centre providing pay and play public access. Alderwood Leisure Centre also provides one studio with pay and play public access.</li> <li>• Nine studios in four facilities are accessible to registered members only.</li> <li>• There is one studio available for limited pay and play access as it is on an education site (Alderwood Leisure Centre); this is available evenings and weekends.</li> </ul>
3 x Squash courts	<ul style="list-style-type: none"> <li>• There are eight squash courts in the Borough; These are all located at Aldershot Garrison (MOD) and therefore has limited public access. The courts are all glass backed..</li> <li>• With the closure of the existing Farnborough Leisure Centre, there are now no pay and play accessible courts in the Borough</li> </ul>
1 x 10 lane ten-pin bowling alley with coffee bar	<ul style="list-style-type: none"> <li>• The only 10 pin bowling facilities in the Borough. Nearest facilities are 20-30 minutes' drive.</li> </ul>
1 x Coffee bar with children's soft play area.	<ul style="list-style-type: none"> <li>• There are other soft play facilities at pubs in the Borough.</li> </ul>
1 x sunbed.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
1 x beauty therapy room.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	Other Publicly Accessible Facilities
1 x Sauna and steam suite.	<ul style="list-style-type: none"> <li>The only pay and play spa facilities in the Borough; others require membership or are purchased on a day package.</li> </ul>

- 4.4 The Sports Facility Calculator (SFC) is a facility modelling toolkit, developed by Sport England to calculate the future need for provision of sports halls, swimming pools and indoor bowls, based on a specified population increase in an identified location. The SFC provides a quantitative estimate of future need but it does not identify the specific location of future provision. However, in the absence of any other future demand calculator, the SFC provides an indicator of the level of future provision needed.
- 4.5 Using Hampshire's Small Area Population Forecasts (updated April 2021) which takes into account planned housing growth in each district, a population increase of 8,983 is projected in Rushmoor between 2020 and 2027. On this basis, the SFC identifies the following additional demand for sports halls and swimming pools based on this projected population increase:

### Sports Halls

<b>Courts</b>	2.51
<b>Halls</b>	0.63
<b>Vpwpp (visits per week peak period)</b>	740
<b>Cost</b>	£1,639,469

### Swimming Pools

<b>Sq. m</b>	93.61
<b>Lanes</b>	1.76
<b>Pools</b>	0.44
<b>vpwpp</b>	569
<b>Cost</b>	£1,754,238

**N.B. Calculation uses 2020 population of 98,875 for Rushmoor.**

- 4.6 Given the above, the analysis of the existing provision and identified issues to factor into future need are:

# Headline Needs Analysis

## Rushmoor Borough Council

**Table 4.2: Analysis of the existing provision and identified issues to factor into future need**

Existing Farnborough Leisure Centre	Need To Provide For Growing Population	Needed To Provide For Ageing Population	Need To Provide For Club Use	Need To Provide For Public Pay And Play Use	NGB Identified Needs	Will Facilitate Increased Usage	Potential To Attract The Inactive If Programmed Appropriately/Provide Specific Activities	Increased Revenue Generation
1 x 33m six lane main pool with shallow water (0.9m) at both ends of the pool;	Yes, but needs to be better quality.	Yes	Yes to enable concurrent club training and public access. Will need to facilitate a depth of 3m for synchro.	Should enable public access at all times.	8 lane competition pool to support two key local clubs.	Larger pool will facilitate increased use; ideally 8 lane x 25m	Yes	Yes
Mixed village style changing facilities including family and group changing rooms	Yes	Yes	Yes	Yes	TBC	Yes	Should reflect modern guidance on safeguarding and be inclusive access.	Supports usage and therefore income generation
1 x 12.5 m teaching pool;	Yes	Yes – beneficial for use for aqua classes	Yes	Yes	10m x 17/20m teaching pool	10 x 20m with moveable floor suggested as better size for teaching and will better accommodate activities that can be transferred from main pool, to leave that space for public lane swimming and club training and competition use	Yes	Yes
1 x 100 station fitness gym	Yes; capacity is currently limited	Yes; opportunity to maximise daytime use	N/A	Yes	N/A	Yes	Yes; thought needs to be given to layout and design to facilitate use by those who have not previously used a fitness suite	Yes

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	Need To Provide For Growing Population	Needed To Provide For Ageing Population	Need To Provide For Club Use	Need To Provide For Public Pay And Play Use	NGB Identified Needs	Will Facilitate Increased Usage	Potential To Attract The Inactive If Programmed Appropriately/Provide Specific Activities	Increased Revenue Generation
1 x 10 badminton court multi sports hall	Sports hall definitely needed but could be smaller- 6 or 8 court; new 3G football facilities in the Borough (2 in Farnborough) mean football can be played outside on a better surface.	Yes; opportunity to maximise daytime use	Yes 5.2M height needed for trampolining.	Yes	No specific size of facility identified; state need more courts and more access to existing courts to meet needs of 12 local clubs.	Yes	Yes; specific opportunity for increased disability use, and more informal activities	Yes
3 x studios	Yes; capacity is currently limited	Yes; opportunity to maximise daytime use	N/A	Yes	N/A	Yes	Yes; suggest studio space is increased to provide: A separate spinning studio- virtual and instructor-led classes Two studios for (1) aerobics and yoga/pilates and (2) multi-purpose space for delivery of health and well-being programmes/ activities	Yes
3 x Squash courts	Only pay and play courts in the borough, but squash is now really delivered through clubs.	Not a priority.	No club at the leisure centre. Minimum of two courts needed for a club.	Possibly, but existing usage very low. Potential to provide two courts with a sliding wall so can also be used as multi-purpose space – see above; better overall use of space and will generate more income.	TBC	If designed as a multi-use space	If designed as a multi-use space	If designed as a multi-use space

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	Need To Provide For Growing Population	Needed To Provide For Ageing Population	Need To Provide For Club Use	Need To Provide For Public Pay And Play Use	NGB Identified Needs	Will Facilitate Increased Usage	Potential To Attract The Inactive If Programmed Appropriately/Provide Specific Activities	Increased Revenue Generation
1 x 10 lane ten-pin bowling alley with coffee bar	The only facility in the Borough. Usage increasing.	Accessible for all ages.	N/A	The only facility in the Borough. Usage increasing.	Minimum 1 x 10 lane bowling alley	Yes.	Yes.	Yes.
1 x Coffee bar with children's soft play area.	Yes	Yes	Yes	Yes	N/A	Yes	Yes Possibly include Clip and Climb adjacent to the soft play and café – new activity and income stream?	Yes
1 x sunbed.	No	No	No	No	No	No	No	No
1 x beauty therapy room.	Yes if franchised; no risk to operator.	N/A	N/A	Yes if franchised; no risk to operator.	N/A	N/A	Possibly	Rental income
1 x Sauna and steam suite.	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes; needs to be included in membership fees or designed to be accessed separately so a fee can be charged.



# Headline Needs Analysis

## Rushmoor Borough Council

### 5. Future Facility Provision

5.1 Based on the above research, consultation and identified facility provision in the Borough, the following recommendations are made for the future provision of a replacement Farnborough Leisure Centre.

**Table 5.1: Analysis of the existing provision and identified issues to factor into future need**

Existing Farnborough Leisure Centre	New Farnborough Leisure Centre
1 x 33m six lane main pool with shallow water (0.9m) at both ends of the pool;	<ul style="list-style-type: none"> <li>1 x 25m x 8 lane main pool. The size meets competition requirements but the main benefit is the ability to subdivide it into lanes or widths suitable to maximising activity programming. For example, early morning club training and customer lane swimming or daytime school lessons and casual bathing or after school fun sessions and swimming lessons. <b>Swim participation and lesson attendance has increased significantly at Aldershot Pools since April 2021, which may in part be due to the closure of Farnborough LC and displaced demand.</b></li> <li>Spectator provision – permanent provision should be limited as it is non-income generating space, but sufficient to cater for swim competitions/galas. Most modern pools provide some limited seating adjacent to the learner pool/or seating in a café area over-looking the pool, and there is the ability to bring in seating for a gala.</li> </ul>
Mixed village style changing facilities including family and group changing rooms	<ul style="list-style-type: none"> <li>Village change conforming to safeguarding guidance; fully inclusive; Changing Places room. Village style changing, plus group changing rooms.</li> </ul>
1 x 12.5 m teaching pool	<ul style="list-style-type: none"> <li>1 x 20m x 4 lane intermediate pool with a movable floor. Swimming lessons are second in the hierarchy of income generation so all operators are keen to maximise lesson space. The floor can be set at any depth between zero (overnight energy saving pool cover) and 1.6m. Sensible programming makes this pool suitable for non-swimming babies and toddlers, junior learn to swim lessons, improvers lessons, adult aquacise classes, diving, synchronized swim classes and casual or lane swimming. This size pool negates the need to include a separate child splash pad which is a net expense to the operator. With the inclusion of a screen it can be partitioned off to create a private bathing area for a variety of users. e.g. Women only, adult learn to swim classes, exercise for the obese. <b>Pre-Covid, the attendance figures showed a year on year increase in swimming lessons. This is unlikely to diminish as new housing is built in the Borough.</b></li> </ul>
1 x 100 station fitness gym	<ul style="list-style-type: none"> <li>A fitness gym of some 700 sqm will supply around 150/170 stations. <b>Direct debit membership is the largest income generator for all operators.</b></li> </ul>

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	New Farnborough Leisure Centre
1 x 10 badminton court multi sports hall	<ul style="list-style-type: none"> <li>• 1 x 6 or 8 court main hall. As a multi-purpose space, it can be divided into useable areas in which different activities can take place at the same time. An 8-court hall can be divided into halves or quarters large enough to accommodate a variety of activities at the same time. e.g. Netball, badminton, trampolining. The six-court hall can be divided into local level Netball and Badminton or Netball and Trampoline or indeed standalone league standard Netball or Basketball. At least one operator would recommend a four-court hall and this is based on income generation per sq. Gymnastics which requires a large space is well catered for at the Academy in Aldershot and at the local Hart Leisure centre <b>Pre-Covid attendance figures showed that the hall was only regularly fully utilised between 18.00 and 21.00 Mon to Fri with usage either side of that time sporadic suggesting that a 6 court hall would be the most cost effective.</b></li> </ul>
3 x studios	<ul style="list-style-type: none"> <li>• 2 x multi- purpose sprung floor studios to host morning and evening group exercise classes which generate further direct debit memberships. These studios will also provide tea time and weekend activity space for children (tumbling, ballet, martial arts, parties) plus afternoon table tennis and social activities for the retired/unemployed.</li> <li>• 1 permanent spinning studio- virtual and instructor-led classes.</li> <li>• <b>A new FLC will generate additional demand but is unlikely to require more than the present 3 studios.</b></li> </ul>
3 x Squash courts	<ul style="list-style-type: none"> <li>• Inclusion of two courts but with moving wall <b>so can be converted into multi-purpose activity space to provide more activities on a partnership basis, e.g.health and well-being, and for those who are inactive.</b></li> </ul>
1 x 10 lane ten-pin bowling alley with coffee bar	<ul style="list-style-type: none"> <li>• 1 x 10 pin bowling alley. <b>There are no other facility offerings locally catering for both the teenage and the family market.</b> With a dedicated marketing budget this could be a valuable asset within the regeneration of the town centre. The most recent attendance figure showed that the activity was very popular with estimated 18/19 attendances slightly above those anticipated for the year. A new 10 pin bowling alley would not necessarily have to be included as an integral part of the new leisure centre, but could be a stand-alone commercial build within the town centre.</li> </ul>

# Headline Needs Analysis

## Rushmoor Borough Council

Existing Farnborough Leisure Centre	New Farnborough Leisure Centre
1 x Coffee bar with children's soft play area.	<ul style="list-style-type: none"> <li>1 x Café with 60 + covers. The location and size are the most important aspects of this service. Some operators prefer to engage a branded franchisee; others operate an in-house cafe. However branded or not an optimal shape and size and location is what the operator wants to achieve and to this end early discussion during the design stage is important if the Client is to benefit from what is a high-income generator for the operator. If a ten-pin bowling alley is to be included then further thought would need to be given to the number of Cafes within the building as an opportunity for one to serve the whole of the building would be an option. <b>A visit to a coffee shop is part of an overall experience for both adults and juniors.</b></li> <li>Clip and climb adjacent to café/soft play; <b>new activity and income stream.</b></li> </ul>
1 x beauty therapy room.	<ul style="list-style-type: none"> <li>Possibly if on rental income basis.</li> </ul>
	<ul style="list-style-type: none"> <li>Retail space of 50 sq. m. "Distress" purchases and branded goods purchases are now an important income generator for an operator. This dedicated space should be highlighted in any outsourcing material as it has a value to both the operator and the client. <b>If it is overlooked during the design process the operator will (once appointed) find space within the centre and the RBC will not benefit from this additional income stream.</b></li> </ul>
	<ul style="list-style-type: none"> <li>Vending machine space should be incorporated into the design of the centre. <b>If this is overlooked during the design process the operator will (once appointed) find space within the centre and the RBC will not benefit from this additional income stream.</b></li> </ul>
1 x Sauna and steam suite.	<ul style="list-style-type: none"> <li>1 x sauna and steam suite. This is a popular addition at the neighbouring Hart Leisure Centre although it does not generate a great deal of direct income. <b>Its availability is appreciated by the clientele and access to it is marketed as a premium option available through a direct debit membership.</b></li> </ul>
	<ul style="list-style-type: none"> <li>It would be possible to create a daytime creche in one of the studios thus making best use of space without needing to dedicate a space to an activity often provided for free by competitors (e.g. local family pub restaurants).</li> </ul>

5.2 Although not part of a leisure centre development per se, the opportunity to provide a loop cycle track should also be considered in the Borough as part of future provision, potentially linked into the formal built facilities. There is no safe off road 2.5km track in the Borough that can be used for cycling training, time trials, speed training etc. All such activity, even for young people is undertaken on the roads.

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# Headline Needs Analysis

## Rushmoor Borough Council

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### Summary

- 5.3 The analysis above reflects the feedback from the NGBs and specific clubs. Previous public consultation had identified swimming and fitness in the top 5 activities the public would like to see in a new leisure centre and in the town centre; group exercise was identified in the top 10 things people would like to see; ten pin bowling and soft play was identified in the top 15 things the public would like to see in the town centre.
- 5.4 Predominantly, these facilities are also what the clubs already using the existing Farnborough Leisure Centre need in the future. Clearly, clubs using the ten-pin bowling facility, the sports hall and the indoor bowls provision would like to see these areas provided and enhanced in the future. It is important to ensure that facilities that will be used by clubs provide, as far as is possible, the appropriate standard of provision to enable them to compete at, or above their existing level, as per their feedback; these factors have also been taken into account in developing the proposed facility mix.
- 5.5 The priority for a new leisure centre is to provide for community use, and specifically to facilitate increased physical activity by those who are inactive. It also needs to provide for those with a disability, plus use by clubs, education institutions and other groups. Facilitating all these uses there is a need to provide changing spaces conforming to health and safety and safeguarding legislation and guidance, and Disability Discrimination Act (DDA) requirements.
- 5.6 A new leisure centre should also be capable of generating sufficient revenue to be sustainable in the long term. The need to attract new users, and provide more activities for existing users, plus generate increased revenue has also informed the proposed facility mix for a replacement Farnborough Leisure Centre.
- 5.7 Balancing all these needs, and capital affordability is a challenge; there is no doubt that a replacement facility is needed for Farnborough Leisure centre, but this needs to be developed to provide the most efficient space possible, so that the facility meets needs and is cost-effective operationally.
- 5.8 The facilities comprising a new leisure centre need wherever possible to be capable of providing for community use as a priority, and also for other identified uses.
- 5.9 Changing rooms are needed for all activity areas and their design can be developed to provide for both public, club, education and other group use.
- 5.10 Provision of items such as storage are important for clubs, but this needs to be balanced with other needs in the facility as it is a public leisure centre, not a club facility. Provision of office space for clubs is an ideal position, but not a priority for a public leisure centre.
- 5.11 On the basis of the above, and balancing all identified needs, the following is the recommended proposed facility mix for a new Farnborough Leisure Centre:

# Headline Needs Analysis

## Rushmoor Borough Council

**Table 5.2: Proposed Facility Mix for the new Farnborough Leisure Centre**

<b>New Farnborough Leisure Centre</b>
<ul style="list-style-type: none"> <li>• 1 x 25m x 8 lane main pool.</li> </ul>
<ul style="list-style-type: none"> <li>• Spectator provision – limited permanent poolside seating, with the ability to bring in seating for competitive events as needed.</li> </ul>
<ul style="list-style-type: none"> <li>• Village change conforming to safeguarding guidance; fully inclusive; Changing Places room. Village style changing, plus group changing rooms.</li> </ul>
<ul style="list-style-type: none"> <li>• 1 x 20m x 4 lane intermediate pool with a movable floor.</li> </ul>
<ul style="list-style-type: none"> <li>• Fitness Suite – 150- 170 stations.</li> </ul>
<ul style="list-style-type: none"> <li>• 1 x 6 or 8 court main sports hall (spectator seating to be included if space is also to provide a performance area). Discussion with market leisure operators identify a preference for an 8 court hall as they feel it provides increased flexibility and therefore scope for income generation; however, they acknowledge that this can also be achieved in a 6 court hall.</li> </ul>
<ul style="list-style-type: none"> <li>• 2 x multi- purpose sprung floor studios</li> </ul>
<ul style="list-style-type: none"> <li>• 1 permanent spinning studio</li> </ul>
<ul style="list-style-type: none"> <li>• Two squash courts with moving wall so can be converted into multi-purpose activity space</li> </ul>
<ul style="list-style-type: none"> <li>• 1 x 10 pin bowling alley. (this could be included in the new Civic hub, or provided as a stand-alone facility. If the later it is unlikely, based on discussions with market leisure operators, that the operator of the physical activity hub facilities will wish to operate it as it will require a separate operational management structure).</li> </ul>
<ul style="list-style-type: none"> <li>• 1 x Café with 60 + covers.</li> </ul>
<ul style="list-style-type: none"> <li>• Clip and climb adjacent to café/soft play</li> </ul>
<ul style="list-style-type: none"> <li>• Beauty/physio rooms etc if on rental income basis.</li> </ul>
<ul style="list-style-type: none"> <li>• Retail space of 50 sq. m.</li> </ul>
<ul style="list-style-type: none"> <li>• Vending machine space</li> </ul>
<ul style="list-style-type: none"> <li>• 1 x sauna and steam suite.</li> </ul>



# Youth Engagement

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Levelling up funding bid for a Leisure and Cultural hub

June 2022

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Farnborough College of Technology (Focus Group)

Annex:

- A. Survey questions
- B. Engagement Activities
- C. Poster
- D. Focus Group agenda for Farnborough College of Technology



## Introduction

The brief: To engage with young people in our community about a new Leisure and Cultural hub in the heart of the Civic Quarter in Farnborough Town Centre. The results of which will then feed into a levelling up funding bid which could secure up to £20m.

The project group: Erin Edwards, Charlie Heavens, Emma Lamb, Alison MacLachlan, Nicky Phillips and Sophie Rogers.

Engagement activities undertaken

- Survey (with prize competition) circulated to schools and known groups in the borough
- Focus Group with Farnborough College of Technology
- Lunch time sessions with Cove School
- Advertisement in local restaurants with target audience

## Methodology

The survey was designed as an online survey. A copy of the survey is shown in the annex A.

The survey was introduced via schools/colleges and known groups that fit the target audience characteristics. A copy of this can be seen in the annex B.

The survey ran from 14<sup>th</sup> June 2022 and remained open until 26<sup>th</sup> June 2022 (11:59pm), 12 days.

Alongside the survey we held a focus session with students from Farnborough College of Technology and visited Cove School. Those we spoke to face to face also completed the survey.

## Responses

**396** people completed the survey

**6** responses have been removed from analysis due to the age of the respondent falling outside of our target audience. These responses can still be found in the raw data collected.

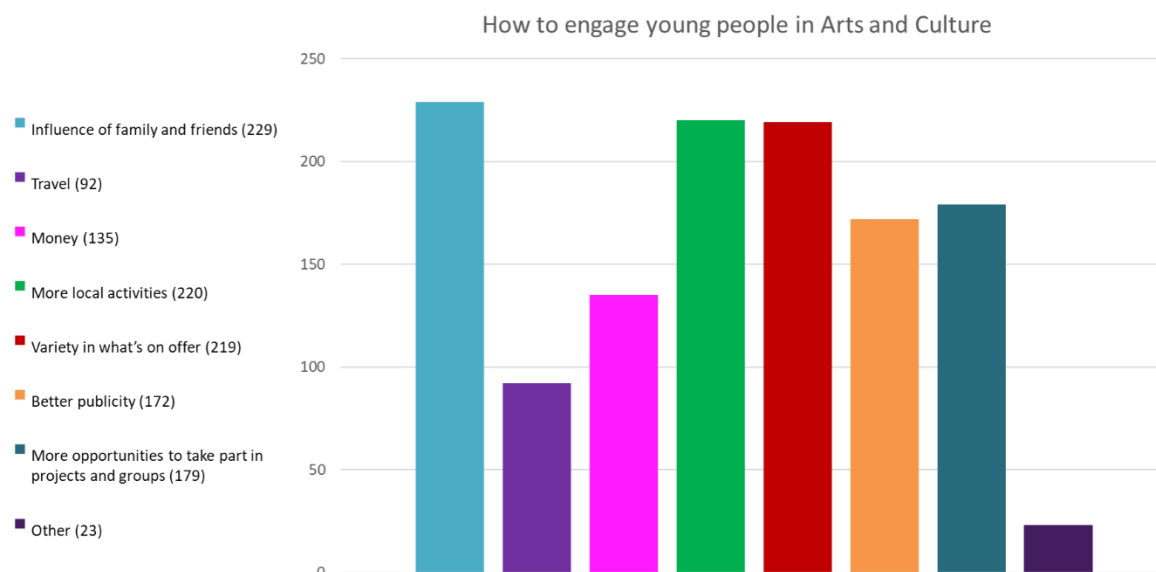
**The results below are based on the total response of 390 (396-6)**





**Question 5: What do you think is needed to engage young people in arts and cultural activities/events? (Please select all that apply)**

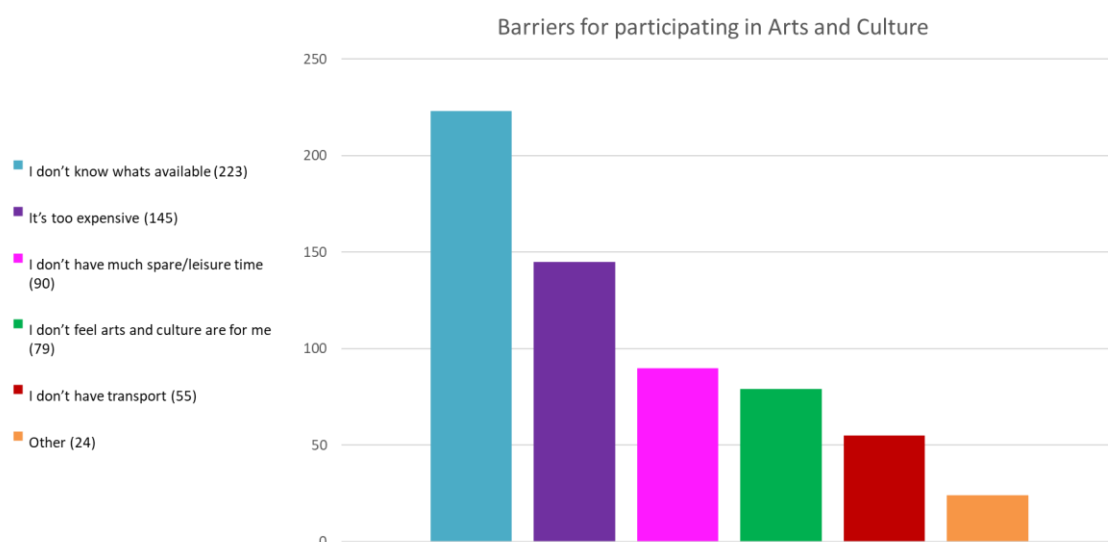
The highest response was “Influence of family and friends” with 59% (229 respondents) followed closely by “More local activities” with 56.4% (220 respondents) and “Variety in what’s on offer” with 56% (219 respondents).



*Other* reasons cited included having opportunities to learn new skills/ explore hobbies, having opening times that are suitable for young people and providing charging points for electronic devices.

**Question 6: Are there any barriers for you participating in art and cultural activities/events? (Please select all that apply)**

The highest response was “I don’t know what’s available” with 57% (223 respondents) indicating that as and when activities/events are run further publicity is needed. The second highest response was “it’s too expensive” with 37% (145 respondents), affordability of activities/events will play a crucial role in the young population engaging.



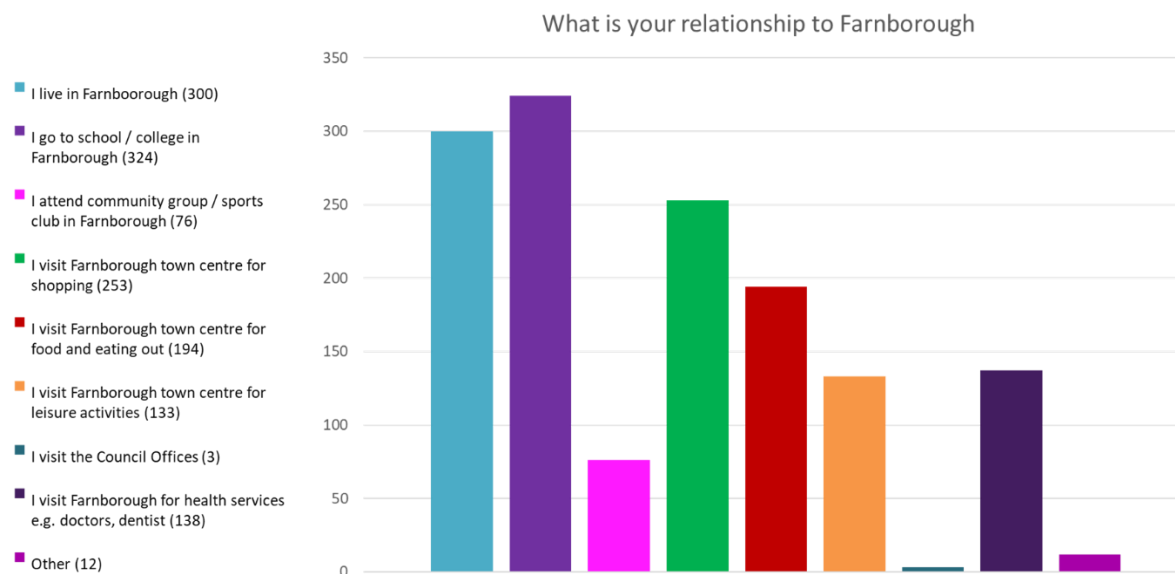
*Other* reasons cited included age can be a factor and feeling comfortable in social settings.

## Characteristics of the respondents

The survey asked the respondents what their relationship is to Farnborough, their age and community groups they might be involved in to give us a better understanding of what young people use the town centre for currently and to get an insight into the activities they already take part in.

### Question 7: What is your relationship to Farnborough? (Please select all that apply)

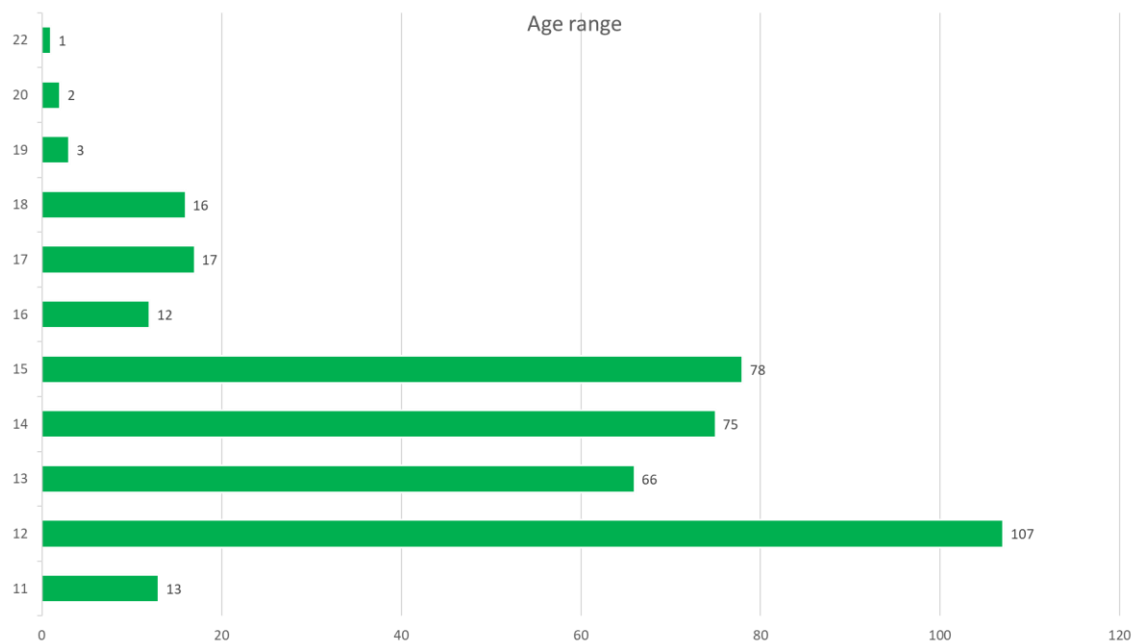
The highest response was “I go to school / college in Farnborough” with 83% (324 respondents)



*Other* reasons cited included to be with family and friends, to use the skate park. Another comment from one respondent stated that they currently travel to Camberley and Aldershot for leisure / art activities.

### Question 8: How old are you (free type)

The age range of respondents was between 11 and 22 years (survey was aimed at 11-25). The most common age was 12 years old (107 respondents).



**Question 9: Are you part of any community groups, sports clubs, band, dance groups or extra curriculars?**

51% (200 respondents) stated that they took part in extracurricular activities.

**Question 10: What are these activities (free type) - *only those who indicated Yes in Q.9***

These included

- sporting activities – Swimming, hockey, martial arts, gymnastics, netball, basketball, tennis, boxing, rugby, athletics etc.
- community groups – Youth clubs, environment groups, young carers group, volunteering etc.
- performing arts – dance, music, theatre, singing, bands, choir etc.
- youth organisations – Girl Guides, Brownies, Scouts, Duke of Edinburgh, Cadets (army, fire, air) etc.

**Question 11: Do you have any ideas for how people your age can be greater engaged with the local community?**

Answers similar to those in question 5 around better publicity and variety in what's on offer as well as:

- Representation from people our age at Council meetings / engagement groups 'Young Leaders'
- A way to vote on events/activities
- Support from police/organisers to ensure safety at events (safe areas for socialising)
- Using schools /colleges to support with publicity / learning
- Continued use of surveys / competitions
- Opportunities for volunteering / work experience in the community / learning about the area

**Question 12: Rushmoor wants young people to express their views on what is important to them and make sure their opinion and voices are heard. Together, we are creating a group that will enable young people to be more involved and make decisions on matters in Rushmoor. If you would like to be part of it, please provide your email address below (free type).**

22% (86 respondents) submitted their email address to take part in a youth engagement group.

**Question 13: Would you like to enter our competition to be in with a chance of winning a £50 amazon voucher? Y/N**

69% (271 respondents) wanted to take part in the competition.

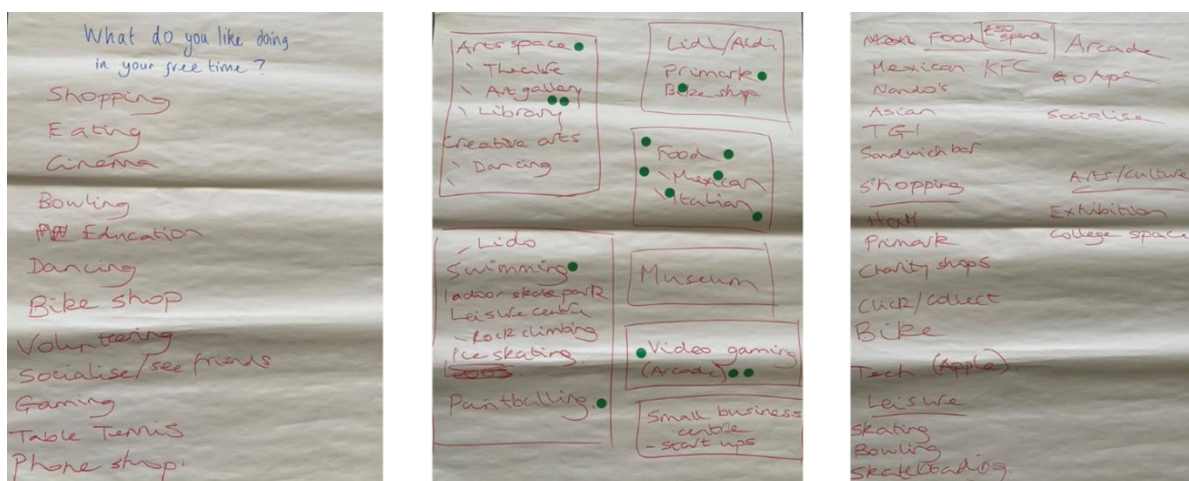
## Farnborough College of Technology (Focus Group)

Alongside preparing and distributing the survey we also organised a focussed session with students from Farnborough College of Technology as an opportunity for them to feedback in more detail their thoughts on leisure and culture in Farnborough.

In addition to the students completing the survey, the hour discussion was organised around the following three questions:

- What do you like doing in your free time?
- If we gave you £50, and travel and location wasn't an issue, where would you go? What would you spend it on?
- Looking at the longer collective list - Can you mark (green sticker) what is most important to you.

The results were captured and can be summarised as follows:



Food and beverage uses were ranked as the most important by the students, followed by a flexible creative art space able to support a variety of activities (dance, art gallery, theatre, etc.).

Other comments and issues that came from the Focus group included:

- Farnborough has nowhere for young people to go.
- The layout of the town is poor – ‘there is no real centre’ was a comment made several times
- Poor choices of food and no leisure provision.
- Shops and retail are not the most important thing – it’s about food and something to do.



## Annex A. Survey - Your ambitions for a new Leisure Centre and Cultural Hub in the heart of Farnborough (Word version)

*The survey will take approximately 4 minutes to complete.*

The proposed regeneration of the Civic Quarter in Farnborough provides exciting opportunities for a new building to be used for leisure, arts and culture in the heart of the town centre. We really want to hear from young people in the borough (11 to 25 year olds) about what would you like to see provided, what is important to you - and what you think will make the biggest difference to your town.

You do not have to provide any personal contact information to take part in this survey. There is an option to provide your email address at the end of the survey if you would like to be added to a youth engagement group and/or take part in our competition to win a £50 amazon voucher. Any personal data you do provide will be held securely by the Council and will only be used for these purposes. Your data will be securely destroyed once the youth engagement group is wound up if you have provided information for that purpose or once the competition prize has been claimed if you have provided your information for the competition. Further details about how the council processes personal information, including details of our Data Protection Officer and your rights, can be found in our full privacy notice at:

<https://www.rushmoor.gov.uk/privacypolicy>

For terms and conditions please visit: <https://www.rushmoor.gov.uk/prizecompetitionterms>

**Section 1** – the new building will provide a state-of-the-art leisure centre, library and cultural space.

1. When you think about leisure, arts and culture what words come to mind? (free type)
2. How important to you are the following? (rating – Extremely, Somewhat, Somewhat not, Extremely not, I don't know)
  - a. Leisure
  - b. Arts
  - c. Culture
3. What is the **most** important thing you'd like to see in a new leisure, arts and culture facility? (free type)
4. Thinking about arts and culture, what type of activities/events should be included (Please select all that apply)
  - a. Digital Arts e.g. gaming, photography, film
  - b. Experiential activities e.g. entertainment with food and drink, escape rooms, VR experiences etc
  - c. Music e.g. concerts/festivals, playing music, writing music, busking
  - d. Street art creation spaces
  - e. A multi-purpose workshop, performance and rehearsal space for the community to hire
  - f. Performance-based arts e.g. dance, theatre, singing

- g. Visual arts e.g. exhibitions, art gallery, painting, sculpture
  - h. Literature e.g. creative writing workshops, reading groups, local library
  - i. Crafts e.g. pottery, sewing, knitting workshops and groups etc
  - j. Heritage e.g. Museum, heritage exhibitions
  - k. Artist studios for hire
  - l. Opportunities to take part in local arts projects
  - m. Other (free type)
5. What do you think is needed to engage young people in arts and cultural activities/events?  
(Please select all that apply)
- a. Influence of family and friends
  - b. Travel
  - c. Money
  - d. More local activities
  - e. Variety in what's on offer
  - f. Better publicity
  - g. More opportunities to take part in projects and groups
  - h. Other (please type)
6. Are there any barriers for you participating in art and cultural activities/events? (Please select all that apply)
- a. I don't know what's available
  - b. It's too expensive
  - c. I don't have much spare/leisure time
  - d. I don't feel arts and culture are for me
  - e. I don't have transport
  - f. Other (please type)

**Section 2 – about you**

7. What is your relationship to Farnborough? (Please select all that apply)
- a. I live in Farnborough
  - b. Go to school/college in Farnborough
  - c. I attend a community group / sports club in Farnborough
  - d. I visit Farnborough town centre for shopping
  - e. I visit Farnborough town centre for food and eating out
  - f. I visit Farnborough town centre for leisure activities
  - g. I visit the Council Offices
  - h. I visit Farnborough for health services (e.g. doctors, dentist)
  - i. Other (please type)
8. How old are you (free type)?
9. Are you part of any community groups, sports clubs, band, dance groups or extra curriculars? Y/N
- a. If yes, what are these activities (free type)
10. Do you have any ideas for how people your age can be greater engaged with the local community? (free type)

11. Rushmoor wants young people to express their views on what is important to them and make sure their opinion and voices are heard. Together, we are creating a group that will enable young people to be more involved and make decisions on matters in Rushmoor. If you would like to be part of it, please provide your email address below (free type)
12. Would you like to enter our competition to be in with a chance of winning a £50 amazon voucher? Y/N
  - a. If yes, please supply your email address (we will contact the luck winner by email after the survey closing date of 26<sup>th</sup> June 2022)

Thank you for taking the time to fill out our survey! Your feedback will help shape our future designs of the Civic Quarter in Farnborough.

## Annex B. Engagement activities and sample email

School/College	Contact	Survey sent	In person
Cove	J Powell <a href="mailto:J.Powell@coveschool.uk">J.Powell@coveschool.uk</a>		16 <sup>th</sup> and 21 <sup>st</sup> June
Farnborough College of Technology	Larry <a href="mailto:l.magee@farn-ct.ac.uk">l.magee@farn-ct.ac.uk</a>		Focus group 11am 15 <sup>th</sup> June
Wavell	Karen Gilbert <a href="mailto:Karen.Gilbert@wavell.hants.sch.uk">Karen.Gilbert@wavell.hants.sch.uk</a>	14.6.22	
Fernhill	Sarah Palmer	14.6.22	
6 <sup>th</sup> Form	Catherine Cole <a href="mailto:ccole@farnborough.ac.uk">ccole@farnborough.ac.uk</a>	14.6.22	
Alderwood	Clare DeSausmarez <a href="mailto:C.DeSausmarez@alderwood.hants.sch.uk">C.DeSausmarez@alderwood.hants.sch.uk</a>	14.6.22	
Existing Groups consulted with			
Friday Night Youth Club	Dan Conway – Youth Worker <a href="mailto:danieljoseph1@virginmedia.com">danieljoseph1@virginmedia.com</a>	14.6	
YP from CC event	Via Sophie	14.6	
RYI	Via Sue Carter	14.6	
Hart and Rushmoor Young Careers group	Lindsay Graham <a href="mailto:youngcarers@hartvolaction.org.uk">youngcarers@hartvolaction.org.uk</a>	14.6	
Aldershot Youth Club	Free 16 Youth <a href="mailto:matt.davis@emmausrd.com">matt.davis@emmausrd.com</a> <a href="mailto:info@lighthousewoking.org">info@lighthousewoking.org</a>	14.6	
Shine – The Vine young person programme	Lesley Herniman <a href="mailto:lesley.herniman@thevinecentre.org.uk">lesley.herniman@thevinecentre.org.uk</a>	14.6	
Step by Step	Paul Harris <a href="mailto:Paul.Harris@stepbystep.org.uk">Paul.Harris@stepbystep.org.uk</a>	14.6	
VIVID		14.6	

*Sample Email*

Hello,

As some of you may be aware Rushmoor Borough Council is in the process of planning the regeneration of the Civic Quarter in Farnborough. This provides us with an exciting opportunity for a new building and to consider how best we can include leisure, arts and culture.

We want to create a new vibrant place that people want to use now and in the future and as such it's important that the views of our younger generation are heard. If you are aged between 11 and 25 and live in either Farnborough or Aldershot we really want to know what's important to you. Perhaps you want to see more live music or a greater range of restaurants? Now is your time to be heard.

Please complete this survey - <https://www.rushmoor.gov.uk/helpimprovefarnboroughtowncentre> (it will take no longer than 4 minutes) and tell us what you think. To thank you for your time there is the chance of winning a £50 amazon voucher ([T&C's apply](#)).

If you do not meet the criteria but know someone that does, please help us by encouraging them to complete the survey.

We look forward to reading all your comments.

Kind regards

## Annex C. Poster design

The poster was used at events and put on display in the following locations in the town centre:

- MooBoo Bubble Tea
- Kosu Mosu
- Kokoro
- Jetts Gym.

**Are you under 25?**

**Fill us in!**  
Tell us what matters to you.  
Complete this short survey about what you want to see in Farnborough's new civic quarter and be in with a chance of winning...

**£50 Amazon voucher**  
Terms & condition's apply  
Closing date 26 June at 11:59pm

**RUSHMOOR**  
BOROUGH COUNCIL

## Annex D. Farnborough College of Technology focus group

15<sup>th</sup> June 2022. 11 – 12pm

Charlie Heavens, Emma Lamb, Tony McGovern

Time	Duration	Activity	Who	Resources
11	2 mins	Welcome and introductions, Brief purpose of session	EL	None
	5 mins	Civic Quarter Overview: Background and Ambition	CH	Model
11.10	5 mins	Interactive Question:  Question to group/s <b>What do you like doing in your free time/What does a typical weekend look like?</b>  Additional Q. if needed - Do you go out in Farnborough? If not why and where do you go?	EL	TM/CH to capture comments on Flip chart
11.15	6/7 mins	Interactive Question 2  <b>If we gave you £50 and travel and location wasn't an issue, where would you go? What would you spend it on?</b>  Encourage them to be creative – they might get silly but at least they will be talking and some good ideas might come from it	TM	EL/CH To capture comments on Flip chart
11.20	10 mins	What 2 or 3 things would you really like to see in Farnborough?  (Group discussion or 2 groups and feedback if needed)	EL	TM/CH to capture on flip chart & Group ideas
11.30	5 mins	Looking at the longer collective list - Can you mark what is most important to you	TM/CH	
11.35/40	10 mins	Questions, thanks and encourage students to complete survey	CH	iPad or phones