



APPENDIX 3A

CASE STUDY SUN CENTRE, WAKEFIELD

Sun Lane Centre

Overview

Location: Wakefield, West Yorkshire
Facility Ownership: Wakefield Metropolitan District Council
Facility Operation: Wakefield Metropolitan District Council
Lead Partner: Wakefield Metropolitan District Council
Total Project Cost: £9m
Built: 2012

The Aquatics Perspective

Context

Wakefield Metropolitan District Council (WMDC) was operating two swimming pools in the town, both of which were nearing the end of the economic life. Sun Lane Baths was an ageing pool facility, and Light Waves was a leisure water complex, with significant use by women only groups.

Given the central location of Sun Lane Baths, and its previous use as a community swimming facility, it was decided to build the new leisure centre on this site.

Aquatics Needs Assessment

Wakefield has a multi-cultural community, and in particular, a significant Muslim population, as well as a range of participation needs for aquatic activities. A comprehensive consultation exercise was undertaken both in the town and district, and within the sub region, to establish how best to configure the water space, to ensure all needs could be appropriately met.

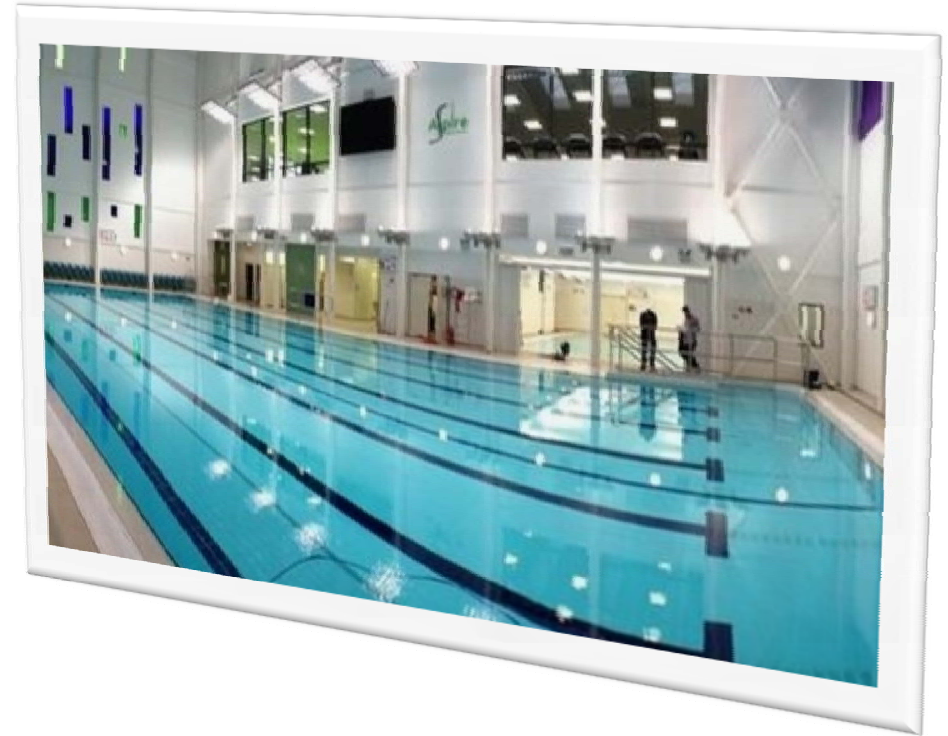


The consultation identified that the priority aquatic uses for a new facility would be:

- **Sub –region – aquatic training events, some competitions**
- **Local uses – clubs, galas, casual swimming (lane swimming to be available at all times), women only groups, with requirements for private single gender changing areas i.e. individual cubicles,**
- **disability use, schools, local organisations and groups**

The facility mix identified as a result of the consultation is:

- **25 m 6-lane competition swimming pool;**
- **Spectator seating;**
- **A 17m x 10m learner/studio pool (which can be sectioned off for privacy);**
- **Separate wet and dry changing;**
- **An 80-station fitness suite;**
- **An exercise studio;**
- **Meeting/conference facilities;**
- **A reception area café.**



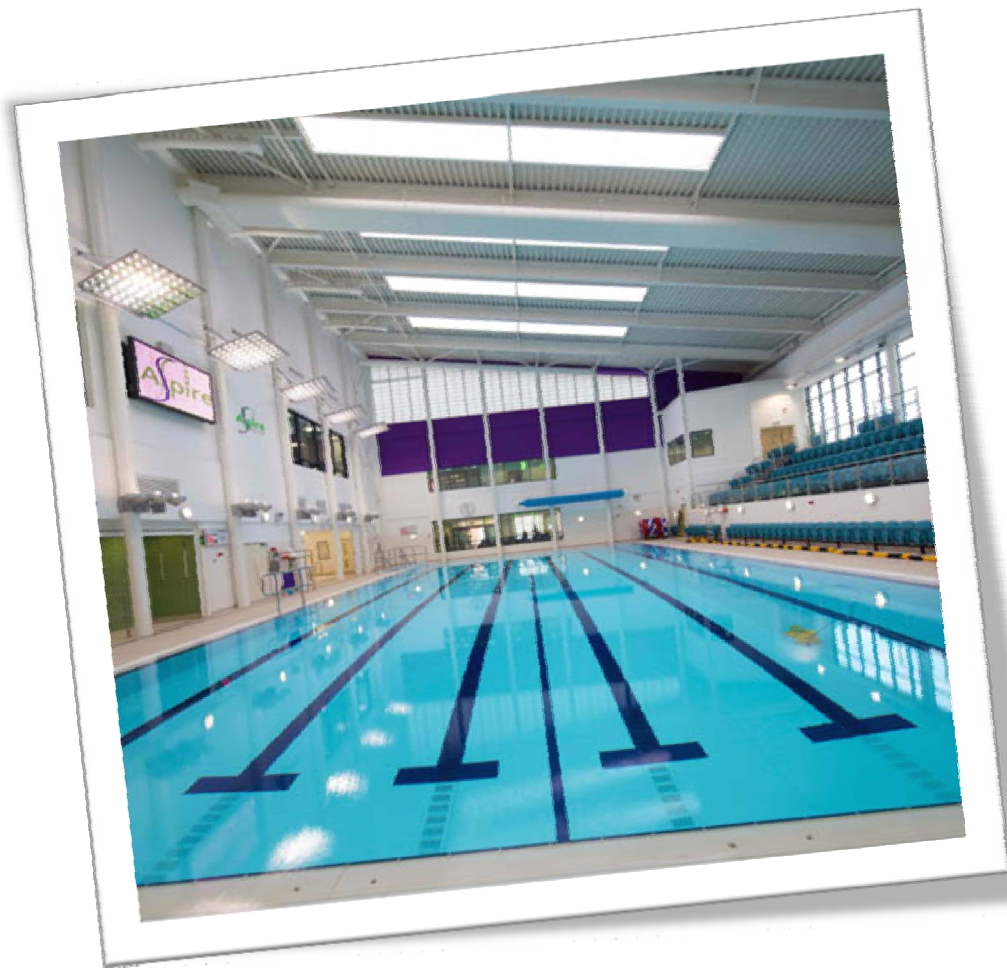
Rationale for the Water Space Configuration

Given the varying user needs, it was decided to provide a movable floor in each of the pool areas, to provide maximum flexibility.



Learner/Studio Pool

This unique water space provides flexibility to deliver a number of different types of classes. The pool is accessed in two ways: one from the main pool hall, which in itself is accessed via the wet change, and secondly via a 'discreet change' area which encourages use by groups of children and/ or religious groups who sometimes require private facilities. The learner/studio pool can be made into an even more private space by the use of motorised blinds between it and the main entrance windows, plus a privacy screen between the studio pool and the main pool hall.



The Main Pool

In the main pool the moveable floor is a width of 3 lanes, and runs the length of the 25m pool; this configuration provides flexibility in programming the pool for lessons and aqua aerobics whilst maintaining provision for lane swimming at all times. This maintains optimum capacity for participation at all times.

The design and layout of the building is sympathetic to different types of user who may have contrasting objectives. For example, swimming clubs wishing to undertake lane swimming whilst at the same time there may be faith groups seeking to undertake discrete bathing.

Disabled people and older people are able to access the pool water from a submersible platform lift and easy access steps. The pool is equipped with a movable floor; this can be raised / lowered along the entire length of the pool, which facilitates permits access for multiple disabled people at the same time.

This is a unique approach within the Wakefield area and addresses the demographic requirements of the town whilst at the same time promoting a healthier lifestyle by accommodating local swimming clubs, disabled people and other social groups.

What the Water Space is delivering

The development of the high quality, efficient and logical layout meeting the needs of the local community and regional swimming clubs as well as casual users, discretionary groups and clubs, is impacting positively on participation at local level. The ground floor is split into wet and dry zones. The main pool, learner (studio) pool and wet village changing are all located in an ordered, sequential fashion on the wet side and on the dry side there are toilets, café and reception. The new pools offer a high quality training environment for local clubs, and learn to swim, and well-thought through provision for those with a disability. In addition, the water space offers appropriate participation space and opportunities for faith and women's groups. The new pools are also well used by local schools for lessons.

This facility also demonstrates the impact of the latest pool technology to maximise capacity, whilst ensuring that day to day lane swimming and lessons can be accommodated, alongside the very specific needs of multi-faith communities.



APPENDIX 3B

CASE STUDY ST ALBANS

St Albans City and District Council Westminster Lodge Leisure Centre and Cotlandswick Community Centre

Introduction

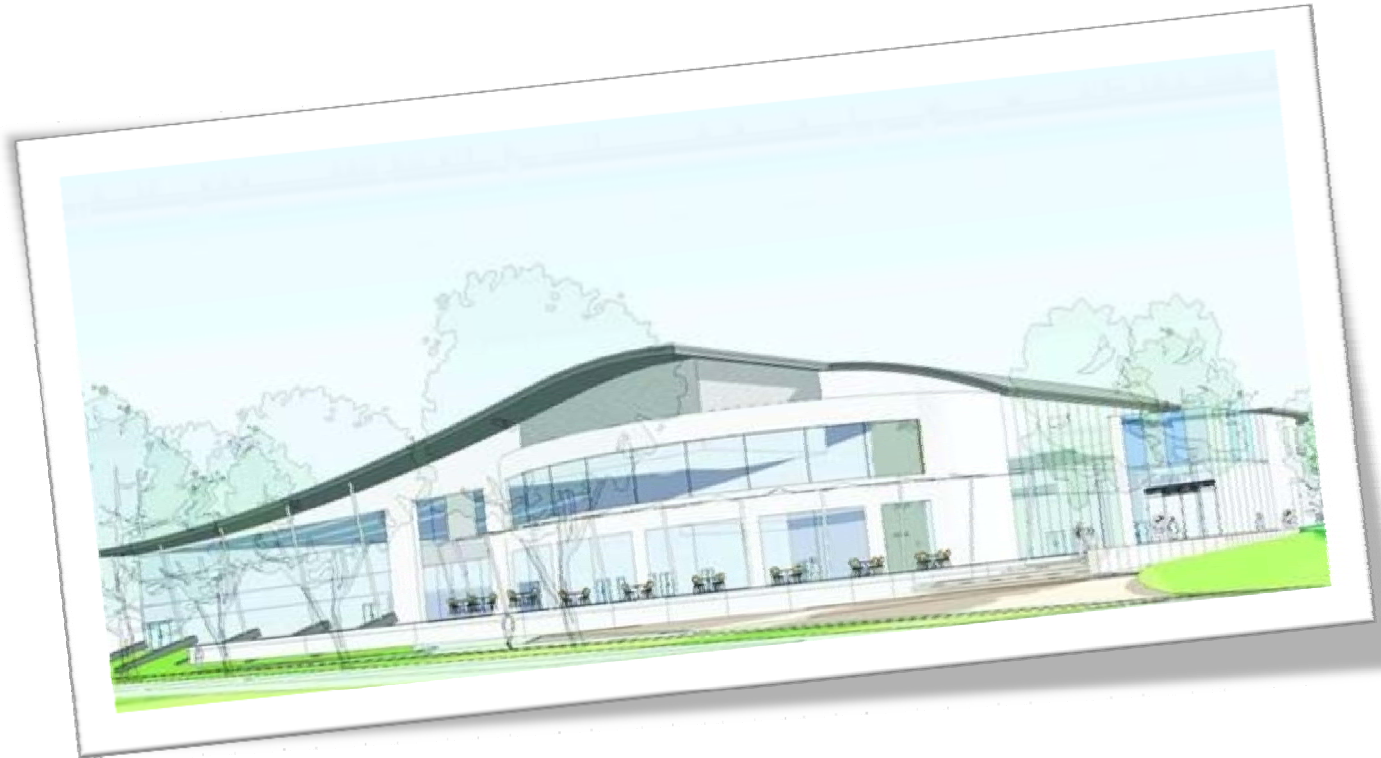
St Albans City and District Council (SACDC) embarked on an ambitious strategy to replace the existing Westminster Lodge Leisure Centre in St Albans and to develop a commercial/community facility in London Colney, which will also replace an existing facility albeit on a different site. The original Westminster Lodge Leisure Centre was located in a park, adjacent to the Roman Verulamium site. The new centre was built on the same site, but slightly re-located to facilitate provision of a large free car park to serve the new facility.

In terms of the Westminster Lodge site the existing facility was circa early 1970's and at the end of its useful life. The facility would have required significant investment if a new leisure centre were not delivered.

The Council commissioned the design of a replacement for the current Westminster Lodge Leisure Centre following a feasibility study undertaken by external consultants, and decided to build the facility directly using external architects, project managers and construction company, rather than including the development as part of a DBFO or DBOM project. Strategic Leisure was commissioned (via Drivers Jonas Deloitte) to develop the business case for the new facility which formed the basis of the Council funding the development through prudential borrowing. The Council's leisure service has been externalised for many years; the new facility's operation was subject to a separate operator procurement process.

Whilst this development was being progressed the Council also decided to develop a new facility in London Colney to replace a small community facility. This facility was intended to address the ongoing sport and leisure needs of the residents and visitors to the district in place of Bricket Wood Sports Centre which closed in February 2010) and London Colney Recreation Centre (scheduled to close when the new Facility is built at Cotlandswick).

Both projects were seen as being critical to deliver the Council's aspirations for sport and leisure in the district.



Facility Mix

Westminster Lodge Leisure Centre; The facility mix for the new leisure centre was developed to replace, and build on, the existing Westminster Lodge Leisure Centre facilities but were built to a high standard and designed to meet the demands of a modern society. The Health, Fitness and Spa facilities were included specifically to cater for local needs and improve the commercial viability of the facility. The final agreed facility mix is as follows:

- A four court sports hall/community space and first floor viewing gallery
- 25m x 10 lane competition swimming pool with 50% moveable floor
- 17m x 10m training pool with 100% moveable floor
- Confidence water pool (for 0 - 5 year olds)
- Pool spectator seating
- Village style changing accommodation and 4 dedicated group changing accommodation
- 180 station gym
- Spinning studio
- Youth gym
- 2 multipurpose studio/function rooms each with 40 person capacity
- Soft play area
- Crèche/community area and dedicated external area
- Climbing wall
- Café/bistro of 75 covers
- Spa facility including hot rooms/steam rooms/scented sauna/hamman/monsoon/ treatment rooms/relaxation room and external sun terrace
- Fitness suite changing
- Dry side changing
- Reception and management offices
- Car Parking – shared with other facilities
- Cycle stands
- Hard and soft landscaping

Capital Investment

For the Westminster Lodge development the capital requirement was circa £23m. As identified above the business case developed by Strategic Leisure was used as a basis for deciding to fund through prudential borrowing.

Procurement Options

SACDC procured the design and construction directly, appointing Drivers Jonas Deloitte and Strategic Leisure to assist in the process, with Strategic Leisure providing specialist leisure and procurement advice where required.

The construction contract was procured following the design stage and was undertaken using the Restricted Procedure. The contract was eventually awarded to Wilmot Dixon for the construction, with the facility designed by S & P Architects.

SACDC decided at an early stage to separate the procurement for the construction of the facility and the procurement of an operator to manage the new leisure centre. There are a number of factors that went into the ultimate decision e.g.

- The Council was funding the entire project.
- The Council had a clear strategy and idea of the facility mix therefore the need to use the market to determine these was not necessary i.e. Design, Build, Fund and operate (DBFO) or Design, Build Operate and Maintain (DBOM).
- By appointing the architect, project managers and construction company the Council could have more control of the outcomes.

For the operator contract, the Council had externalised the service nearly twenty years ago and therefore the decision to re procure for the new facility was straightforward. The Restricted Procedure was used which simplifies the procurement process but does not allow for any negotiation of the final contract; what the Council included in the Invitation to Tender is what the potential operator must deliver.



Timescale

The process for the Westminster Lodge project, from the original feasibility in 2006 to completion of the build and handover to the new external operator, will have taken nearly 6 years. The operator contract took approximately 9 months from the initial advertisement.

The timescale for Cotlandswick has been a lot shorter , even so the process has taken two years to date.

Outcomes and Lessons Learnt

These are complex and time consuming projects and are still ongoing. However, the Westminster Lodge facility is progressing well and due to be completed on time. However, for the former the process has worked well but was complicated by the financial failure of the original construction company and the reserve contractor was appointed therefore delaying the start of the build. In terms of the Cotlandswick project whilst the Council basic requirement appears to have been met the level of commercial interest was disappointing.

The use of the CDP procedure has been satisfactory in the Cotlandswick project as the developers/operator led design and build approach allowed the Council to influence the design and facility mix at strategic points during the process.