



Colliers International Draft Strategy for Leisure and Culture Provision in Arun District

SUMMARY OF CONSULTATION DRAFT
AUGUST 2012

FOR ARUN DISTRICT COUNCIL

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Version Control	
Status	FINAL DRAFT
Project ID	J1140 / JM 03617
Filename/Document ID	J1140 Arun Leisure & Culture Strategy SUMMARY.docx
Last Saved	23 August 2012
Owner	Matt Hyslop
Director	David Geddes

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1 INTRODUCTION

This report summarises the Strategy for Leisure and Culture Provision in Arun District which Colliers International has prepared on behalf of Arun District Council. The full report is available separately. This is a Consultation Draft. Comments from all members of the community are welcome.

Colliers International was commissioned to undertake this work in August 2011. They consulted with many people¹ and did the research in autumn of 2011 prior to producing a first draft of this strategy in December 2011.

The work included three surveys of residents. They asked about the type of leisure and culture activities that people did, which they would do more if local facilities were better, their use of facilities in and around the district, their assessment of facilities which they had used, and their opinion about what should be improved.

The first survey used the panel of residents that the Council uses to consult about issues in the district. It is representative of the socio-demographic profile of the District. It had 627 responses.

The second made the same questionnaire available to the public. 360 responses were obtained. The results were similar to the first survey.

The third made a similar questionnaire available to students at Littlehampton Academy, Angmering School and The Regis School. It had 136 responses.

The first version of this report was presented to the Cabinet of the Council in January 2012. It was published on Arun District Council's website.

The Council then commissioned Colliers, in partnership with S&P Architects, who have a lot of experience of designing leisure centres, to look in more detail at the main projects and to undertake further consultation.

That process has resulted in this second draft which is being made available to the community for their views prior to being finalised.

It has firmer proposals for what the Council would do than the first draft. **All the main projects, however, will require detailed design work at a later stage and there will be further opportunity for stakeholders that are particularly affected by them to input to them then.**

¹ There is a list in the appendices.

2 OBJECTIVES

The purpose of the study is to look at options for what Arun District Council (ADC) might do to improve facilities for leisure and culture across the district and to advise what it should do.

The study focuses on out-of-home activity in three categories: Active Leisure, Culture and Entertainment.

The aim of the Council is to deploy resources in an optimal manner to **Enhance the Economy** of the district and improve the **Physical and Mental Well Being** of residents. Figure 1 shows specific goals of the proposed strategy under each of those two objectives.

Figure 1: The Objectives of the Leisure and Culture Strategy

• Economic Development	• Well Being
<p>1 Create direct business and employment opportunities through use of Council assets, especially in creative industries, tourism and food and beverage.</p> <p>2 Increase the desirability of Arun as a place to operate a business and the value of development that takes place in the district.</p> <p>3 Increase the attractiveness of Arun as a place to visit and, therefore, increase spending by visitors in local businesses and the employment opportunities it creates.</p> <p>4 Use of the district's strongest assets to create economic growth, the benefit of which will ripple to other parts of the district.</p>	<p>5 Encourage Arun residents to have regular physical activity, to benefit their health and for their enjoyment.</p> <p>6 Encourage, in particular, young adults to take up sport that they might enjoy for the rest of their lives, in line with government policy.</p> <p>7 Improve the quality and accessibility of leisure and cultural facilities so that residents have greater pleasure and benefit from their leisure time.</p> <p>8 Enable low income residents to access high quality leisure and cultural facilities.</p>

3 STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

The table below summarises our assessment of the leisure and cultural situation in Arun by itemising its strengths, weaknesses, opportunities and threats.

STRENGTHS	WEAKNESSES
<p>OVERALL</p> <ul style="list-style-type: none"> • Arundel is one of the most attractive heritage towns in the country. It has major attractions in the form of the Castle and the Wildfowl and Wetlands Trust. It has a concentration of interesting shops, art studios and restaurants. It has a pleasant outdoor swimming pool, a vibrant arts scene. It is very pleasant for browsing. A major national study quoted in this study found that Arundel is perceived to be one of the most attractive destinations to visit of all small heritage towns in Britain and has a particularly good image with highest spending people. • Littlehampton is on the up. The opening of Waitrose in the town centre, the success of the East River development and the positive publicity generated by the East Beach Café, have improved the quality of the town and its image. • Butlins has been making big investments in its Bognor Regis Resort and intends to continue to do so. It is one of the most significant holiday tourism investments in the country. It is the only seaside town to have investment on that scale. • All parts of Arun have easy access to the South Downs National Park. Arundel is a key gateway location to the Park. The surveys of residents in this study found that walking on the Downs is the highest rated of all activities asked about. • There are numerous attractive and vibrant villages in and around the district. 	<p>OVERALL</p> <ul style="list-style-type: none"> • Although Arundel’s historic townscape is attractive, the quality of the public realm between the buildings is poor, below the standard that should be expected of a World-standard heritage town. Vehicles dominate, there is too much tarmac and there are some ugly gap sites. This reduces the visual appeal of the town below what it could be, and makes it less pleasant to spend leisure time there than could be. It prevents restaurants and cafés from providing pavement tables, limiting the potential of one of the most popular of all leisure activities in modern times. • The image of Bognor Regis, given that it is a major resort town, is poor. This reflects the reality of the experience. Notably, from a leisure perspective, the seafront is tired and in need of revitalisation. • There is still much work to be done in improving both the quality of what people experience in Littlehampton and its image. • Both Littlehampton and Bognor Regis town centres are weak in terms of the quality and range of retail and leisure offer. • Littlehampton, Bognor Regis (outside Butlins) and Arundel lack hotels, which makes it difficult for them to generate high economic benefits from tourism.
<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • There are popular public swimming pools in each of the two main towns, with two in Bognor Regis. They provide a notably high standard of swimming lessons. There is a pleasant open air pool in Arundel – the surveys for this study showed that those who use it rate it highly. • The location of the Arun Leisure Centre at Felpham is good and the site is both attractive and allows expansion/improvement. • The location of the Littlehampton Swimming Centre is attractive, being by the sea. 	<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • There has been little investment in the Leisure Centres in recent years and, as a result, they are dated and do not match current standards. Reception areas and changing rooms are particularly weak. Plant is dated and inefficient. The swimming pools, especially in Littlehampton (which has 6 lanes as opposed to Felpham’s 8) are often excessively busy. The facilities for teaching people to swim are deficient, especially at Littlehampton. That is an issue because swimming lessons are a big source of income, and it is particularly

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Arena at the Regis School in Bognor Regis offers a particularly good sports hall, gymnasium and outdoor pitches. • The river and beach promenades in both Littlehampton and Bognor Regis are pleasant for walking and, to an extent, cycling. The Littlehampton seafront has recently been made more attractive for cycling. Bognor Regis seafront has a popular gym trail, although cycling is not currently allowed on the promenade. • The South Downs provide excellent and attractive opportunities for walking and cycling. The surveys show that residents rate this highly. • There are good parkland and links golf courses. • There is a big concentration of stables that provide opportunities for horse riding. • The district has good provision of bowling greens and tennis courts. 	<p>important that children in coastal communities learn to swim. Both of the main swimming pools in Bognor Regis are attached to schools and daytime access is restricted, especially at Felpham. It would not be a particular concern at Felpham if the school did not have to use the same dry side changing rooms as the public. The ratings given by users to the leisure centres in the surveys reflect these realities that the experience on offer is not as good as it should be. They demonstrate that Arun residents use the leisure centres in the district because of their convenience rather than their quality.</p> <ul style="list-style-type: none"> • Assessment for this study by Sport England, using their Facilities Planning Model, shows that there is 25% less swimming pool space than is necessary to match at minimum the demand for swimming. Overall provision of swimming pool space is about a third lower per head of population than regional and national averages. There is, in other words, less amount of pool water than optimal. • The leisure centres cost the Council about £800,000 a year in subsidy. This is substantially more than Councils with more modern and efficient centres spend (some earn a surplus from their centres) because they are inefficient to run and do not provide optimal facilities for generating income. • The Littlehampton Swimming and Sports Centre is a considerable distance from the town centre and on the opposite side of the town from where the main new housing developments will be built. • The District is car-orientated and does not provide good infrastructure for off-road cycling. The seafront promenades, which should be very attractive for cycling, are not cycle friendly. The District is the only gap in the national seafront route along the South East coast.
<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • Arundel is a cultural and heritage destination of high standard. Arundel has a vibrant cultural scene, with hubs at the Priory Playhouse Theatre and the Victoria Institute, which is owned and run by the community. The survey for this study shows that the Priory Playhouse gets a high rating from users, matching the Festival Theatre. The Arundel Festival is of national standard. • Chichester, which is easily accessible from most of the district, has, in the Festival Theatre, one of the top producing theatres in the country and also, in Pallant House, a top class visual arts facility. The survey shows that many residents of the district use and appreciate those facilities. • The Windmill in Littlehampton and the Alexandra Theatre in Bognor Regis provide useful facilities for local amateur 	<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • With the exception of the quality of Arundel as a historic town, there is little of true excellence in the cultural offer. Facilities for both the visual arts and performing arts are poor. • It is difficult for Arun Arts to attract acts of national profile to the Alexandra Theatre, and to operate sustainably, because it only has 350 seats. This is exacerbated by the fact that there is little opportunity for the Trust to generate revenue from food and beverage. • The Regis Centre, in which the Alexandra Theatre is located, is unattractive and deducts from the seafront. The inside, particularly reception, the café, toilets and smaller rooms are of poor quality and are unattractive. • Bognor Regis and Littlehampton both lack flat floor venue for live performance and for other types of

STRENGTHS	WEAKNESSES
<p>performing arts groups.</p> <ul style="list-style-type: none"> The Arun Arts Trust, which runs the Alexandra Theatre, has managed to keep the theatre afloat financially for a number of years now, although with heavy reliance on volunteers and without being able to invest as much in maintenance and renewal as would be optimal. The Regis School in Bognor Regis has a state of the art hall that is suited to use by amateur companies. The new Littlehampton Academy will have a similarly well-equipped hall with studio space alongside that can be used by community arts groups. 	<p>event like banquets and exhibitions.</p> <ul style="list-style-type: none"> The Windmill Theatre is not big enough to attract professional performance arts and the quality of its facilities is poor. It costs the Council about £120,000 per annum to subsidise, a large amount per user. The quality of the environment around it is poor. The Victoria Institute in Arundel is also in poor condition and requires major investment if it is to meet modern standards for arts activity. Overall, therefore, facilities in the district for performing arts are poor. This is a disadvantage because the surveys show that going to the theatre and to live music and comedy events are particularly popular activities. There is no space in the coastal towns, apart from, to a limited extent, in the Museums, for display of art and there is little studio space for artists and designers.
ENTERTAINMENT	ENTERTAINMENT
<ul style="list-style-type: none"> Cineworld in Chichester provides a good quality multiplex cinema offer. The survey research shows that a large percentage of the population of the district uses it and that it is especially popular with younger people. The Picturedrome, in Bognor Regis, operates in a professional and effective manner, with digital projectors, providing a two screen cinema offer that has more character, and offers lower prices, than standard multiplexes. The surveys show that people who use it rate it highly. There is a cluster of good quality restaurants and food pubs in Arundel and a similar cluster is emerging in Littlehampton with venues like the Fish Factory, Harbour Place, Arun View Pub and East Beach Café. The East Beach Café and the Longest Bench have had an exceptionally positive effect in improving the image of Littlehampton. The newly refurbished Hotham Park has established a high quality and popular recreational facility in Bognor Regis. 	<ul style="list-style-type: none"> The Picturedrome has only two screens, which means that it can't offer the variety that a multiplex can. The building is not in top condition and is in need of further investment. The survey of young people suggests that it is less popular with them than the community at large. The Windmill is not a good venue for cinema. It does not, unlike the Picturedrome, have digital projectors and the general experience does not provide the "magic" that should differentiate going to the cinema from watching a movie at home. With the exception of two restaurants in Arundel, the district is devoid of branches of non-fast food restaurant chains (the likes of Zizzi, Prezzo, Nando's etc.), which are increasingly popular with the public. The surveys demonstrate the popularity of eating out and that there is strong desire for a better restaurant offer. The towns in the district lack places where people can eat and drink al fresco. Doing so is particularly popular and is becoming increasingly so.

OPPORTUNITIES	THREATS
OVERALL	OVERALL
<ul style="list-style-type: none"> The impending investment in the sea defences on the East Bank in Littlehampton, with accompanying investment by Arun District Council to enhance the public realm, will be another important stage in the transformation of the Littlehampton waterfront. Revamping the Windmill Theatre site, plus a continuing programme of investment in the seafront gardens, could enable Littlehampton to position itself as something like "England's 	<ul style="list-style-type: none"> Both Littlehampton and Bognor Regis town centres are in danger of falling into a downward spiral should the town centre retail economy worsen further and unless they can be enhanced. Failure to improve the image and experience of Bognor Regis, especially on the seafront, might

<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>Waterfront Town", a proposition that could help to generate inward investment and stimulate high spend tourism. The strategy envisages a medium term programme to integrate the whole green space, riverfront and seafront experience into a top class waterfront park.</p> <ul style="list-style-type: none"> • Continuing investments by Butlins, including a new Watersports Centre, make it possible to position the town as a high quality "modern resort town", especially if the seafront can be revitalised. Substantial investment by the University of Chichester helps in this. The strategy envisages a range of projects that, in totality, would transform the seafront. They represent delivery of the vision outlined in the Seafront Masterplan developed in 2009 in consultation with the community. Possible projects envisaged include expanding the size of and refurbishing the Alexandra Theatre; a leisure complex adjoining the theatre that provides an opportunity for restaurants and bars that can make the most of the south facing sea views; a sand beach and children's splash pool on the promenade; a new clubhouse and café in a landmark pavilion style building that replaces the ugly existing building at Waterloo Square; revamping the catering concessions and promenade furniture; enhancing West Park, including a new café and improved play area, to make it a more attractive to locals and visitors alike. The sale of Swansea Gardens, which has pleasant but expensive to run and not well used tennis courts and bowling greens tucked away behind houses, could fund many of these improvements. • Investment in the streetscape in Arundel and also in a fit for purpose community arts centre could make it one of the finest small towns in the South and a principal arts and tourist destination. That could attract expenditure that would have both direct and indirect impact on the economy of the whole district. • There is particular potential synergy between Arundel and Littlehampton in terms of the type of visitor that they might appeal to. Further investment in improving Littlehampton could make it an increasingly credible partner to Arundel as a destination. 	<p>limit the development potential of Butlins.</p> <ul style="list-style-type: none"> • Bognor Regis will remain unable to take full advantage of the visitor spend that Butlins brings because it does not have the town centre and seafront offer that encourages visitors to spend in local businesses. • Lack of hotels, especially in Bognor Regis and Littlehampton, will continue to limit the ability of the district to develop its tourism economy.
<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • Reconfiguration and improvement of the Arun Leisure Centre at Felpham would create a high quality leisure centre, and could add capacity to meet the needs of the new housing in the area. It would also add to the development value of the new housing in the area. • There are two good sites for a new leisure centre in Littlehampton near the new road that will be the main access from the A259 into Littlehampton. The first is near the new Academy building, on the grounds of the Academy (the site is held on long lease by the Woodard Trust, that runs the school, and they would have to agree to make it available). The second is next to the roundabout which is to be built at the A259, immediately north of the Academy (the site is owned by West Sussex County Council, who would have to agree to make it 	<p>ACTIVE LEISURE</p> <ul style="list-style-type: none"> • Failure to find a means of investing in the leisure centres will result in them becoming increasingly outmoded. Rising energy costs and taxes could increase their running costs to unsustainable levels, especially if old equipment is not replaced by more efficient equivalents. • Unless it can find a solution to the leisure centres, the Council will have to continue to support a high annual subsidy at a time that it needs to find major cuts in its expenditure. • The survey results show that people do not travel far to use leisure centres. Closure of existing facilities could result in a substantial decline in physical activity in the district.

<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>available). Both sites would have prominent and have direct access from the road.</p> <ul style="list-style-type: none"> • The site of the Littlehampton Swimming and Sports Centre is attractive for residential development because it overlooks both the sea and seafront gardens. Making all or part of it available for development could secure capital funding for investment in an improved swimming facility for the town and possibly also for envisaged improvements to the seafront promenade and gardens. • It is also an option to improve the existing leisure centre in Littlehampton or to build a new one on the site, perhaps partly funded by residential development on part of the site. Littlehampton Academy will have a high quality sport hall, reducing the need for that at the Littlehampton Swimming Centre. Improvement and replacement of the existing leisure centre could, therefore, focus on swimming, gym, exercise studios, spa and café. • There is also potential to improve court and studio based facilities in Littlehampton by facilitating investment in the Dance Industry Studios and Littlehampton Badminton and Squash Club at Sparks Court. This could create an attractive and vibrant leisure hub in the centre of town. • Investment in the East Bank in Littlehampton, and planned enhancement of the seafront gardens, has potential to improve the use of the river and sea front for walking, jogging and cycling. • The new Watersports centre that Butlins is considering would create a destination for Bognor Regis seafront and help change the image of the town (it would also fill a major gap in the current leisure offer). Butlins' investment in other leisure facilities will provide additional facilities that local people can enjoy. • Small enhancements to West Park – improvements to the play area, a new café that overlooks both the sea and the play area, a path around the outside of the grassed area, and a proper entrance to the park at the north side – would add to its attractiveness as a leisure facility and also make it a nicer “bookend” to the seafront, • Small improvements to Waterloo Square could similarly make it a more attractive centrepiece to the town. Notably, in this respect, the ugly club house and café at the north end could be replaced with a more attractive building that could provide better facilities for bowlers, residents and visitors alike. It is an opportunity to design a building of striking design to be a landmark for Bognor Regis in the way that the East Beach café has for Littlehampton. • Gradual extension of off road cycling routes, connecting them to the seafront and to the South Downs, and making it possible to cycle on the Bognor Regis seafront, could make Arun District exceptional for local and long distance cycling. 	<ul style="list-style-type: none"> • Failure to plan and prioritise investment in off road cycling would perpetuate the current situation that an area that is particularly suited to cycling by a large proportion of its residents is, in reality, poor for doing so.
<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • The Littlehampton Academy will have a well-equipped hall that will provide a good facility for amateur groups and they are 	<p>CULTURE & HERITAGE</p> <ul style="list-style-type: none"> • Failure to find a more sustainable operating mode for the Alexandra Theatre might result in

<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>anxious to encourage community use of it. That will reduce the necessity to use the Windmill for that purpose, although not entirely because the hall will be flat floored rather than tiered.</p> <ul style="list-style-type: none"> • The former waiting room and office space in Bognor Regis Station is suited to be used for studio and display space for artists and craft makers and also possibly for a café offer that complements the Picturedrome and a Butlins Museum. The Reynolds storage facility on the other corner of the intersection may also be suited to use as studios if the owners are willing to participate in its redevelopment for that purpose. The combination of the three facilities could create a strong arts and creative industries cluster in that section of town. It may be possible to obtain funding from Arts Council England and/or the Heritage Lottery Fund towards this. The Heritage Lottery Fund is likely to be introducing a special programme in 2013 that is particularly aimed at this kind of development. • The Ropewalk area on the west bank of Littlehampton Harbour also seems to be suited to the development of a creative industries quarter. Being linked by footbridge to the East Bank and to the town centre, it could add significantly to the town's tourism offer. 	<p>the Arun Arts Trust running into financial trouble again.</p> <ul style="list-style-type: none"> • Failure to find a solution to the Alexandra Theatre would leave a continuing blot on the Bognor Regis seafront. • Loss of the Windmill Theatre would leave local performing arts groups without a tiered performance space and will probably result in considerable local opposition.
<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • St Modwen plans to propose a scheme for the Regis Centre Car Park that includes a group of restaurants overlooking the sea, a multi-screen cinema and a hotel. This could address a major deficiency in Bognor's current provision, both in terms of restaurants and in terms of a multi-screen cinema. The research for this study shows that there is considerable demand for both and that young people would particularly like the cinema. St Modwen say they have lined up tenants and the scheme could be implemented quickly. • There are several opportunities to provide space for cafés, restaurants and bars with outdoor tables. They include: Regis Centre, Hotham Park, Waterloo Square and West Park in Bognor Regis; the Windmill site, Norfolk Gardens, Pier Road, West Bank and St Martin's Car Park in Littlehampton; and space created from streetscape improvements in Arundel. • The Windmill Theatre site suits a high quality children's wet play area and/or a high quality skate bowl. They could be destinations and could be operated as businesses, with an admission charge, or done on a more limited scale. The site is also suitable for the development of a hotel, which could provide a capital receipt to help fund the new facilities and also be a big enhancement to the town's tourism facilities. 	<p>ENTERTAINMENT</p> <ul style="list-style-type: none"> • The Picturedrome might fail without investment and/or there is a substantial increase in competition. • Without alternative provision to the Windmill, Littlehampton could be without cinema.

4 WHAT THE RATEPAYERS WOULD LIKE

The research to inform this study gives a clear understanding of the use of facilities by local people and their preferences for improvement. The charts show results from the survey of ADC’s Wavelength Panel (627 responses). The results from 360 people answering the same questionnaire of their own volition were much the same. Facilities owned by Arun District Council are highlighted in red.

Figure 2: Percentage of respondents saying they visit the facility regularly

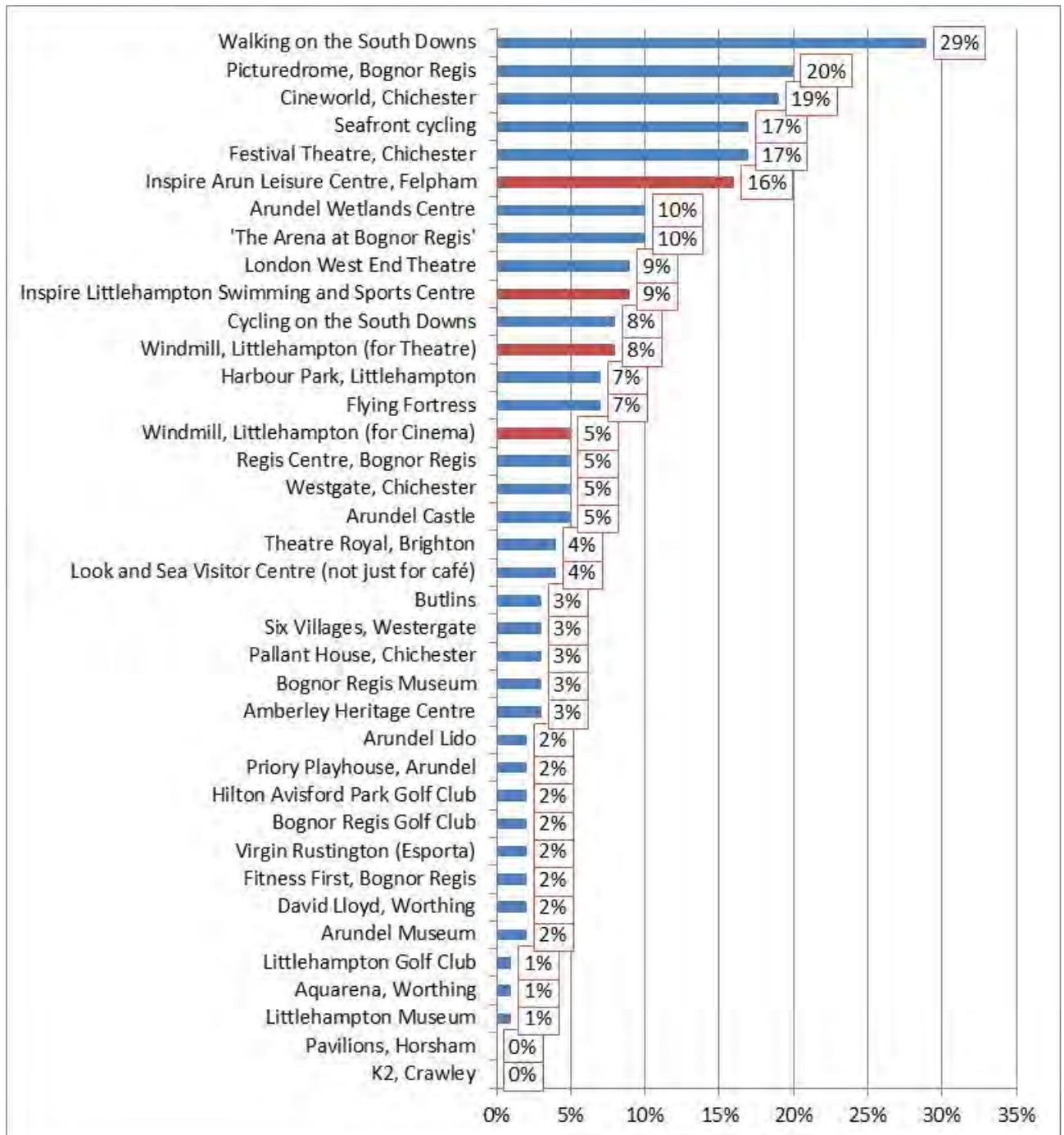


Figure 3: Percentage of respondents saying they use the facility occasionally

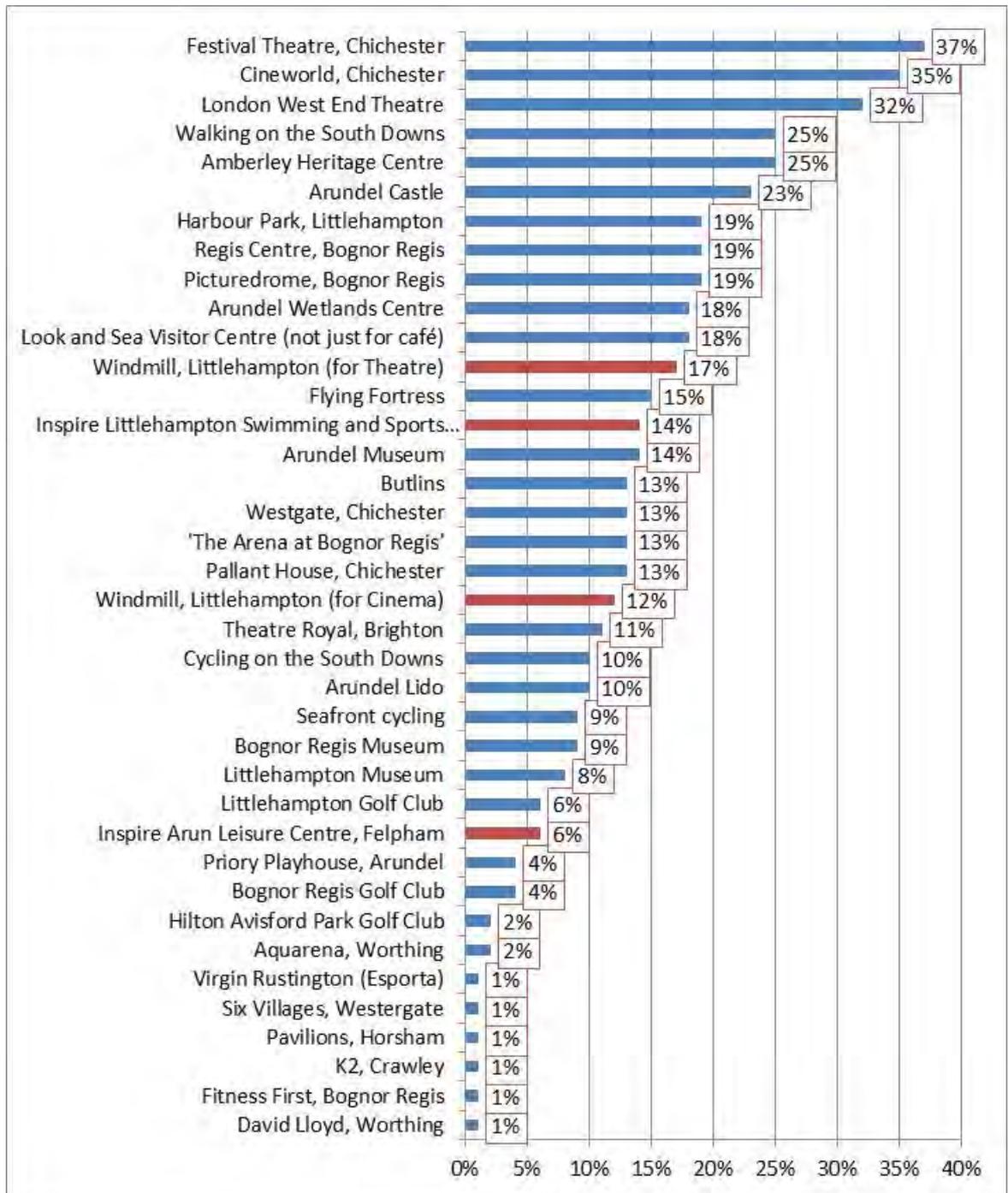


Figure 4: Average rating of the facility out of 10 (0=Very Poor, 10= Outstanding) by those who had used it at least once in the past two years

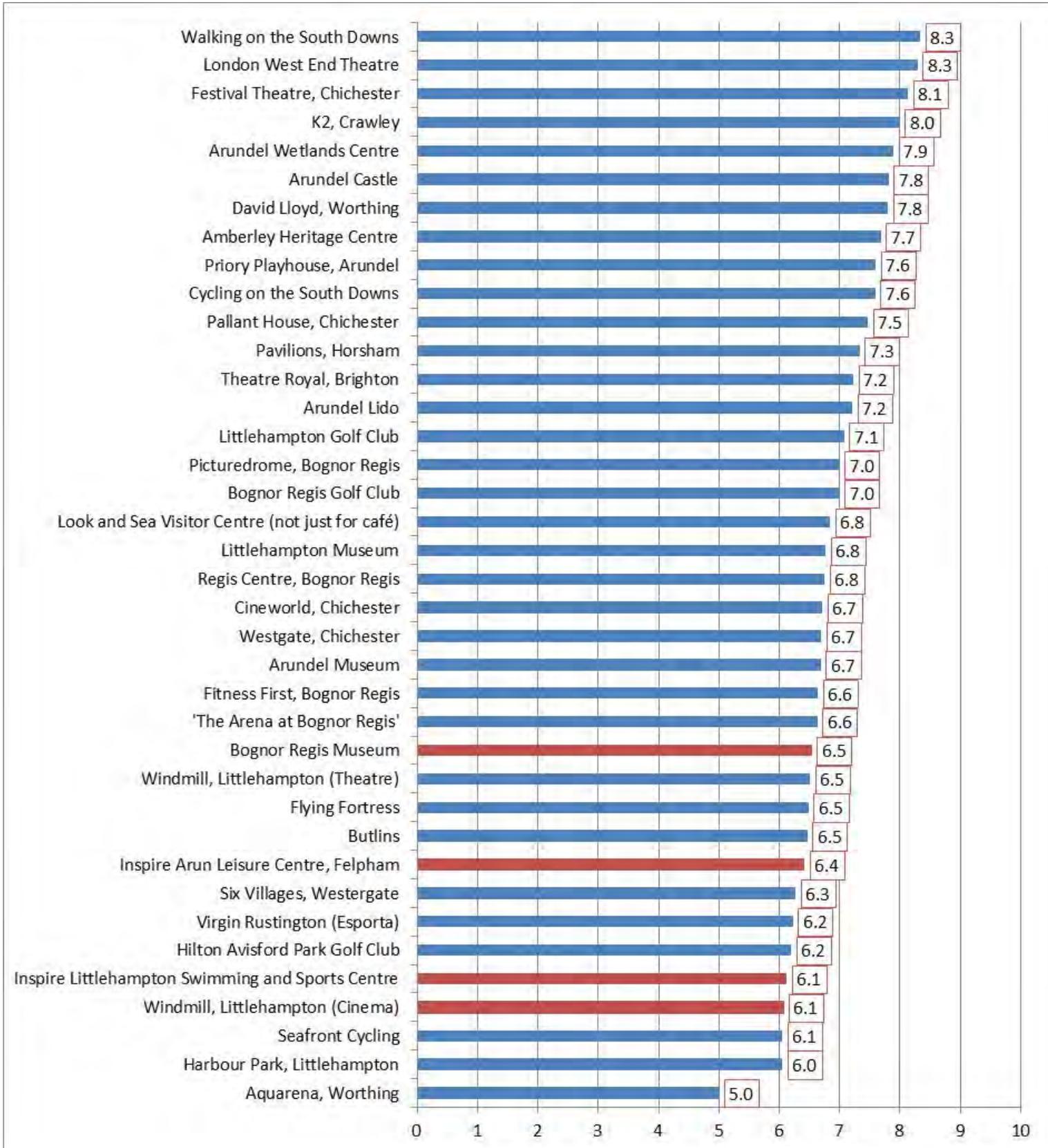
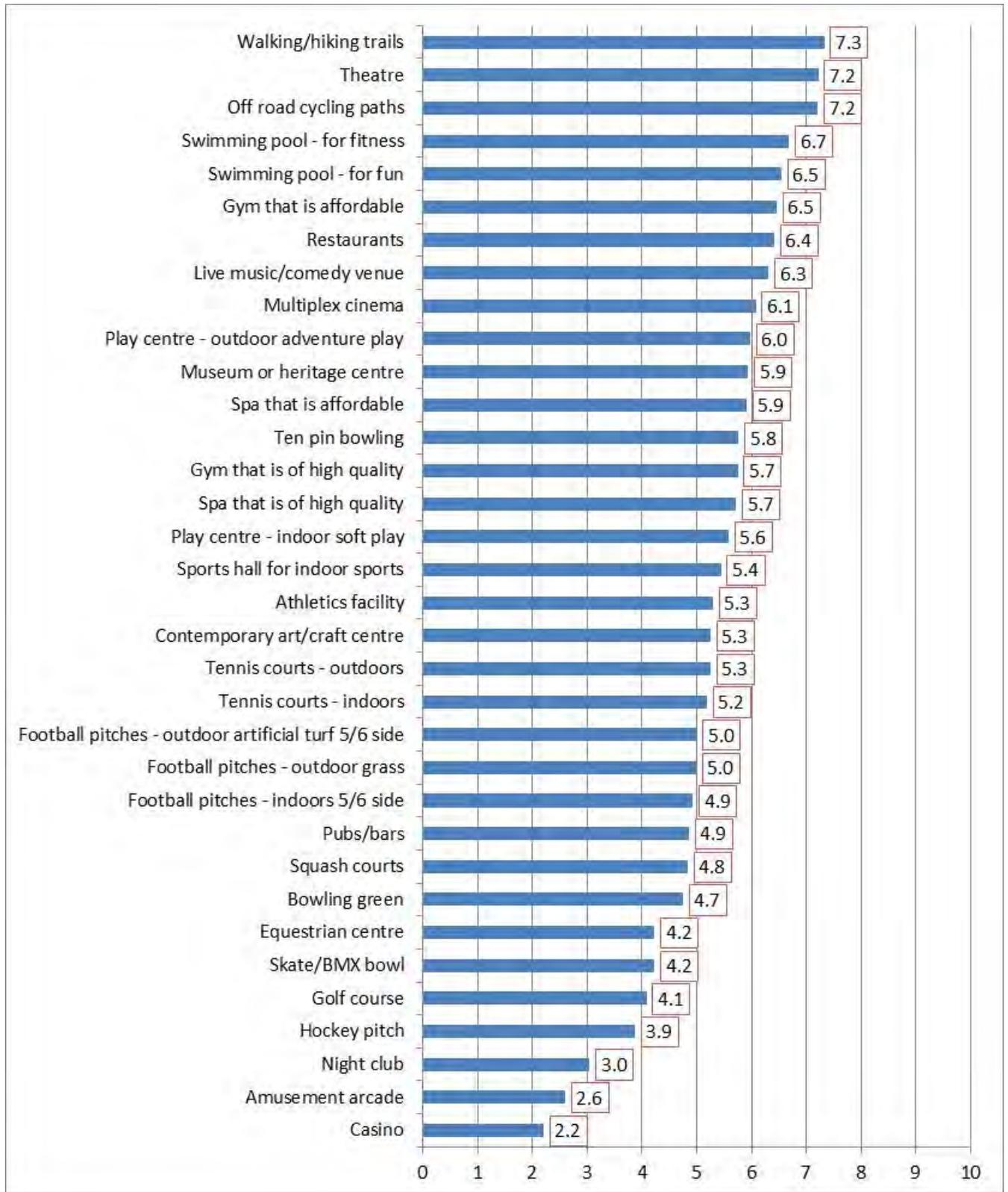


Figure 5: Average rating (out of 10) for improvements that respondents would like to facilities for leisure and culture



This, plus other research for this study, indicates that the Council should, in terms of improving the quality of life of local people and the strength of the economy, give particular priority to providing:

- Infrastructure for off-road cycling, especially on the seafront.
- Much better swimming and related facilities (especially gym and exercise classes) in both Littlehampton and Bognor Regis.
- Attractive places to eat and drink, especially outdoors.
- Places where creative industries can thrive.
- Better cinema.

5 ARUN DISTRICT COUNCIL'S ROLE

An overarching question of the strategy is whether it is necessary and/or desirable for Arun District Council (ADC) to be actively involved in the provision of leisure facilities, especially in terms of funding them.

The research for this study has suggested fairly conclusively that it is.

The swimming pool based leisure centres are considerably the biggest financial liability to the Council in this respect. The research has shown that swimming is very popular with a wide range of people, but that people will not travel far to use a swimming pool.

The private sector is not able to make this provision without subsidy in some form, normally a combination of investment in the facilities and some operating subsidy.

It should be possible for ADC to substantially reduce, perhaps even eliminate its subsidy, by investing in its facilities in partnership with an operator (private sector, trust or hybrid of the two), but it is unlikely that the private sector would make the necessary investment of its own accord.

If, therefore, ADC simply decided to withdraw from provision, it would probably not have swimming pools that are accessible to the majority of the population. That would undermine the competitiveness of the area for investment in addition to substantially reducing the well-being of local people.

There is some similarity for theatre and other performing arts. A large and growing proportion of the population enjoys and benefits from performing arts. Current provision in the district, as with leisure centres, is poor. The private sector will not fix this without assistance in raising the capital.

The overall approach that this report suggests is that the Council should use resources that it can obtain from different sources to secure investment in key facilities on the basis that they will then be operated by others with little or no on-going revenue support.

6 STRATEGY & PLAN

The proposed strategy is summarised in **Table 1**.

It is divided into 5 strategic priorities and 11 projects.

Each project is envisaged as being funded and delivered independently, with an individual or organisation leading them. Some of the projects divide into parts themselves and will need to be delivered in phases. The right hand column of the table shows how it is envisaged that the funding would be achieved.

Figure 7 summarises the indicative costs and sources of funds over a period of approximately 5 years (2013-17). It assumes that 15% Social Housing would be required on development of the Littlehampton Swimming Centre site, which would fund a new leisure centre in Littlehampton, and 0% Social Housing would be required on the development of Swansea Gardens, which would fund the improvements to the Bognor Regis seafront. This may not be achievable as the current policy is to require 30% social housing, but the whole proceed is put to community benefit. It is assumed that there would be a contribution to the Community Infrastructure Levy of £3,000 per residential unit developed on those sites. Funding would be easier if there was a 0% Social Housing requirement on the Littlehampton Swimming Centre site. It could generate almost £2 million extra. That could justifiably be used to deliver the new leisure centre without borrowing, and/or for the Arundel Lido and or Arundel Streetscape project, and/or enhancements to the Littlehampton seafront.

Figure 6: Net cost of the options for a new or improved leisure centre at Littlehampton given different requirements for Social Housing

	Cost	Proceeds from Site Development	Net Cost
Assuming 30% affordable housing			
Option 1: New Centre at Littlehampton Academy	£14,500,000	£6,270,000	£8,230,000
Option 2: Refurbished Littlehampton Swimming Centre	£5,550,000	£2,270,000	£3,280,000
Option 3: New Centre at Littlehampton Swimming Centre	£14,200,000	£2,270,000	£11,930,000
Assuming 15% affordable housing			
Option 1: New Centre at Littlehampton Academy	£14,500,000	£8,050,000	£6,450,000
Option 2: Refurbished Littlehampton Swimming Centre	£5,550,000	£3,000,000	£2,550,000
Option 3: New Centre at Littlehampton Swimming Centre	£14,200,000	£3,000,000	£11,200,000
Assuming no affordable housing			
Option 1: New Centre at Littlehampton Academy	£14,500,000	£9,850,000	£4,650,000
Option 2: Refurbished Littlehampton Swimming Centre	£5,550,000	£3,755,000	£1,795,000
Option 3: New Centre at Littlehampton Swimming Centre	£14,200,000	£3,755,000	£10,445,000

Figure 7 summarises the indicative cost and funding for the portfolio of projects, assuming that a new leisure centre is built at or next to Littlehampton Academy and the site of the existing centre is sold for development. **Figure 8** shows this assuming that the existing leisure centre is refurbished and part of the site is provided for development.

Table 1: Strategic Priorities

	PROJECTS	RATIONALE	DELIVERY
<p>Strategy 1: Provide modern, fit for purpose leisure centres in Bognor Regis and Littlehampton, while substantially reducing or eliminating the cost to ratepayers.</p> <ul style="list-style-type: none"> The research has shown that swimming is a leisure activity that a large part of the population likes to partake in. It also shows that people will not travel far to swim, so a single facility for the district would not be a good option. There is also not an obvious site for one. The thirst for swimming is unlikely to be met by the private sector alone without support from the public sector in the form of capital investment and, perhaps, some on-going support. It should be possible for the Council to substantially reduce, or to eliminate, its subsidy to swimming if the facilities are improved so that they are more attractive and more efficient to run. The research has shown that there is also high demand for affordable gym and spa facilities and for exercise classes. Both the Arun Leisure Centre and the Littlehampton Swimming & Sports Centre are in poor condition compared to those in other districts. Calculations by Sport England suggest that the district is underprovided for in terms of swimming pool space. 			
1a	<p>Refurbished Arun Leisure Centre in Felpham</p> <ul style="list-style-type: none"> Refurbishment of the Arun Leisure Centre, particularly new reception/café area, new changing rooms, bigger and better gym, new spa area and improved children’s play and crèche facilities. Investment in the outdoor artificial pitch for football as a priority. 	<ul style="list-style-type: none"> The existing centre is the optimal place in the district for a leisure centre, especially in the context of the additional housing in the area. Investing in reconfiguration of the Arun Leisure Centre would provide an opportunity to reduce current problems from dual-use by the school and the public. 	<ul style="list-style-type: none"> The improvements to the Arun Leisure Centre are estimated to cost about £3.6 million. They would be funded partly by forming a long term partnership with a leisure operator that is able to bring funding as a result of having a long term management arrangement, partly perhaps by the Council based on an invest to save proposal assuming significant savings on the current level of management fee for the centre, and partly through contribution from Community Infrastructure Levy and/or Section 106 contributions from local developments. Inspire and other major non-profit and for-profit leisure centre operators will be invited to put forward proposals for funding and delivery of major improvements in return for long-term operating contract.
1b	<p>New or Improved Leisure Centre in Littlehampton</p> <ul style="list-style-type: none"> Option 1 is to build a new leisure centre at or adjacent to Littlehampton Academy, on the new access road from the A259. It could feature an 8 lane 25x17m competition pool, a 20 x 10m learner pool with moveable floor, a 100 station gym, dance studio and a 5 badminton court sports hall plus ancillary features. 	<ul style="list-style-type: none"> A new leisure centre in the proximity of Littlehampton Academy would have several advantages: it would be easier for the 1,800 students of the school to use; it would be closer to the family orientated residential areas to the north of the town; it would be better for the new housing developments; it is easier to get grant funding for new leisure centres that are built adjacent to schools; the 	<ul style="list-style-type: none"> The cost of a new leisure centre either at or near the Academy or on the existing site is estimated by S&P Architects to be about £14.3 million. Building it on a new site would enable the current site to be developed for residential purposes. It is an attractive site for such development and the development would not have much adverse impact on other property. Colliers estimate that sale of the site to a

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	<ul style="list-style-type: none"> Option 2 is to enhance the current centre by building a new reception area, café, gymnasium and changing rooms. The cost is estimated to be about £5.5 million. We also assessed an option of building an entirely new leisure centre on a different part of the same site. It would probably be where the Dome Sports Hall currently is. It would be integrated with Mewsbrook Park to create a “Leisure Centre in the Park”. The specification is assumed to be the same as Option 1 and the cost would be similar (i.e. c.£14.2 million). Although it has merit as a concept, the cost in relation to the proceeds from allowing development of part of the site (the difference would be about £11.5-£12 million) is so high that the project does not seem to be practical. 	<p>revenue that could be generated from development of the site of the current centre, to help pay for it, would be maximised.</p> <ul style="list-style-type: none"> Both the identified sites at or near the Academy would allow a new Leisure Centre to be separate from the school and not feel part of a school. The first of the two sites would be particularly effective in combining with the other facilities which the Academy has – particularly the sports fields and the new multi-purpose hall – to create a high quality Sports and Leisure Village for Littlehampton. 	<p>residential developer could contribute c.£6.5-£9.8 million, depending on whether social housing is required or how much. The balance could be sought from the Sports Council as a grant and also from the same funding as for improvements to Arun Leisure Centre outlined above, including from an operator given a long lease. The chances of being successful in obtaining a grant will be higher because it is located alongside the school.</p> <ul style="list-style-type: none"> Colliers estimate that partial development of the existing site could generate c£2.2-£2.7 million for the project. The net cost of enhancing the existing building is, therefore, estimated to be about £3.2 million. This does not include a sports hall, however, and would offer a lot less than a new leisure centre. It is also less likely that it will be possible to get a grant from Sport England because it is not near a school.
<ul style="list-style-type: none"> Strategy 2: Transform Bognor Regis’s Seafront The whole of the seafront is looking tired and in need of refreshment. Its quality is out of sync with the large investment that Butlins is making. Improvement has been the subject of a masterplan prepared in 2009 (the Bognor Regis Seafront Strategy). This element of the strategy is largely about delivering it. There will be public consultation about proposals for the Regis Car Park site and Alexandra Theatre in Autumn 2012. The Strategy will be amended to reflect the results of that. 			
2a	<p>Revamped Alexandra Theatre</p> <ul style="list-style-type: none"> The form is to be the subject of a detailed feasibility study, the results of which will be available to the community in autumn 2012. It is envisaged that the project could involve addition of 150 seats to the rear of the auditorium, adding a fly tower and possibly adding a flat floor space. 	<ul style="list-style-type: none"> Live performance is a strongly growing market and the research shows that improvement in the capability to stage theatre and other live performance is a high priority for residents of Arun. The Alexandra Theatre has been doing relatively well under the management of Arun Arts Trust. It is too small, however, for national standard performers/ performances. It would also benefit from a flat floor space to complement the tiered auditorium, which would give it the flexibility to deliver a greater range of activity, and also from a fly tower. 	<ul style="list-style-type: none"> The indicative cost is £4-£6 million. It is envisaged that there will be a significant funding contribution from St Modwen from their developments. This investment would be made on condition of an operating agreement that assured ADC of high quality management of the facility to ensure the long term success and sustainability of the facility.

	PROJECTS	RATIONALE	DELIVERY
		<ul style="list-style-type: none"> • Replacing the Alexandra Theatre with a new theatre would probably cost at least £20 million. It is unlikely that funds on that scale will be available in the next decade or more. Enhancing the existing facility seems to be the only pragmatic solution. • The Windmill in Littlehampton is too small to accommodate touring acts. Its theatre offer is largely local amateur groups. Littlehampton Academy will have high quality facilities that could serve the needs of some of those groups. Providing high quality facilities at the Alexandra will improve the situation further. 	
<p>2b</p>	<p>Restaurants and cinema overlooking the sea</p>	<ul style="list-style-type: none"> • Research for this study, and other research, shows that out of home eating and drinking are exceptionally popular leisure activities. • The desire to eat and drink outdoors has been growing fast in all northern European countries. Large facilities enabling people to do so are a feature of the most popular destinations. This is true of both town centres and seafronts. • Arun's towns currently conspicuously lack outdoor eating and drinking facilities. • The research shows that going to the cinema is popular and is growing in popularity. People of all ages like to go to the movies. Cinemas are, because of this popularity, often built as "anchors" for developments that have restaurants. The surveys show that people in Arun would like better cinema and that young people, in particular, would like a multi-screen cinema. • A cinema plus restaurants overlooking the sea, would be an attractive destination that people would come from a distance to. 	<ul style="list-style-type: none"> • This would be funded by St Modwen. • St Modwen says they have lined up tenants and say that it can be delivered quickly. Their scheme will be presented to the community in a consultation exercise in autumn 2012. • St Modwen's proposals will be presented to the community in autumn 2012 (alongside proposals for the Alexandra Theatre).
<p>2c</p>	<p>Seafront Enhancement Project This would be a range of projects that could include:</p>	<ul style="list-style-type: none"> • Successful seafront regeneration programmes – of which Brighton is a good 	<ul style="list-style-type: none"> • The various improvements would be largely funded from the proceeds of selling Swansea Gardens for

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	<ul style="list-style-type: none"> A splash play park and sand beach on the promenade. Replacing the unattractive club house and café at Waterloo Square with a building, designed to high specification, which includes better facilities for the bowling clubs using these greens and the greens at Swansea Gardens, and a café with views over the gardens and the sea. The aim is to create an “iconic” image from the conjunction of the bowling greens and the striking form of the new building. Enhancement of West Park by upgrading the play park, replacing the unattractive café and toilets building with a new café that has views of the sea and the play area, creating a path around the circumference of the grass, and creating a new entrance to the park from Aldwick Felds. Upgrading the catering concessions, improving the promenade furniture and signage, adding art and other features. 	<p>example – involve providing a range of small attractions stretched along the seafront and generally upgrading the quality of the experience. The aspiration to do this in Bognor Regis is a key feature of the Bognor Regis Seafront Strategy.</p>	<p>residential development. It is estimated that this should raise about £2 million. The proceeds will be used to match grant funding applications from other sources and to leverage investment from the private sector.</p> <ul style="list-style-type: none"> The proceeds from that will be ring fenced and then used to fund the individual projects. A more detailed plan will be produced in partnership with stakeholders while the sale Swansea Gardens is taking place. Each project will also be consulted about in detail with those that are most affected.
2d	<p>Watersports Centre</p> <ul style="list-style-type: none"> A development on the Butlins sea front car park that provides sailing, kayaking, wind surfing and other water based activity. 	<ul style="list-style-type: none"> This will provide activity that is attractive to locals and visitors alike. Participation in these activities is growing nationally and the survey shows that a significant proportion of residents would like to do them if local facilities were better. 	<ul style="list-style-type: none"> This will be paid for and delivered by Butlins.
<p>Strategy 3: Make Littlehampton’s Waterfront a High Quality Destination Park</p> <ul style="list-style-type: none"> The river and seafront is Littlehampton’s primary asset for leisure, and its primary unique selling point as a place to live and work. The combination of riverside and beachfront is unusual and gives Littlehampton the opportunity to promote itself as something like England’s Waterfront Town. The combination of the East Bank (including the works to be done) and the seafront promenade and gardens gives Littlehampton a unique selling point. 			
3a	<p>Park Enhancement Plan</p> <ul style="list-style-type: none"> Creation of cycle/blading circuit. New park facilities such as beach, outdoor gym(s) and extension of the railway. Enhancement of Norfolk Gardens, including café/restaurant offer. 	<ul style="list-style-type: none"> Littlehampton could make more of its waterfront assets by developing, managing and promoting the waterfront as a destination and by investing more in the gardens and promenade, which are tired. There is a notable opportunity to make the area particularly good for cycling and make a feature of that. 	<ul style="list-style-type: none"> It is envisaged that these improvements will largely be delivered through funding from developer contributions through Section 106 and/or Community Infrastructure Levy. This might include part of the proceeds from developing the Littlehampton Swimming Centre site, if that option is selected. A detailed plan will be prepared in conjunction with the community when funding has been earmarked.

	PROJECTS	RATIONALE	DELIVERY
			<ul style="list-style-type: none"> •
3b	<p>Hotel and Children’s Play Area at the Windmill site</p> <ul style="list-style-type: none"> • Redevelopment of the Windmill Theatre site to create a high quality water play area, a c.60 room hotel, and sea-view restaurant/bar terrace. • Possibly a skate bowl. 	<ul style="list-style-type: none"> • The Windmill is not fit for purpose and the cost to ratepayers exceeds the value it brings. • The area surrounding it is not of good quality (apart from the pub). • A hotel on the site would provide a good attraction for the town and also release some value for investment in improvements to the area. 	<ul style="list-style-type: none"> • This would be funded from the hotel development. Detailed plans would be subject to consultation. It is not certain that there is demand in the market for the site, and it would have to be tested by putting the site on the market.
<p>Strategy 4: “Polish” Arundel to make the most of its quality</p> <ul style="list-style-type: none"> • Arundel is one of the finest small heritage towns in the country. It is a leisure and cultural resource that a large proportion of the residents of Arun enjoy using and is a powerful attraction to potential visitors. • The quality of the realm between the buildings is not as good as would be appropriate for a town of its quality. That reduces its effectiveness as a leisure and economic asset to the district. 			
4a	<p>Improve Arundel’s streetscape to make it the finest small town in the South of England.</p> <ul style="list-style-type: none"> • Streetscape improvements to High Street, particularly with a view to creating a substantial public space around the market cross. • Streetscape improvement to Tarrant Street and initiatives to give it character and promote it as a destination street. • Possible courtyard style development on central car park. 	<ul style="list-style-type: none"> • Research reported in the study shows that Arundel has very strong appeal to visitors, notably those of the high spending “Cosmopolitan” group that accounts for about a third of all spend on day trips and short breaks. It is the district’s main heritage and cultural asset and is a source of pleasure for many residents of the district. • The town has already nurtured a strong creative industries and independent retail and food and beverage offer. • There are opportunities for physical investment in the town centre. • The quality of the streetscape is poor, however, and is dominated by asphalt and vehicles. This has a direct downside of restricting opportunities for commercial activity, especially outdoor eating. • 	<ul style="list-style-type: none"> • A priority for use of S106 and Community Infrastructure Levy, especially from developments in the Downland area. • Heritage Lottery Fund. • Some contribution from businesses that will directly benefit from the investment (e.g. restaurants that are able to extend their trading onto the pavement).
4b	<p>Enhanced Lido, Community Hub and Festival Town</p> <ul style="list-style-type: none"> • A new hall designed for performance and community events, including perhaps cinema, 	<ul style="list-style-type: none"> • The Lido is a fine facility, one that offers a different type of offer to the indoor leisure centres. • It was always envisaged that there would be 	<ul style="list-style-type: none"> • It is envisaged that core funding could come from sale of the Victoria Institute Building. • This could be supplemented by grants from sources like Arts Council England and possibly some loan

	PROJECTS	RATIONALE	DELIVERY
	<p>would be built at the Lido. It would also include gym, changing rooms and bistro.</p> <ul style="list-style-type: none"> • Build on the success of the Arundel Festival and the Christmas events to make the most of Arundel's quality as a venue for events. • There would be special focus on creating a special Christmas experience for the whole Christmas period so as to attract visitors to the town when they are in spending mode. 	<p>a stage 2 development which would provide changing rooms, gym and other facilities.</p> <ul style="list-style-type: none"> • The Victoria Institute is an important hub for creative arts in the town but is in poor condition. Making it fit for purpose would be difficult because of the nature of the building. • An optimal solution seems to be to combine the two projects, providing fit for purpose facilities for all activities at the Lido. • This could have the added advantage of being a replacement for the Windmill. • There are also opportunities to use the physical advantages of the town for national quality events that drive economic activity. 	<p>funding based on income that would be generated by the gymnasium and restaurant.</p>
5	<p>Make the district exceptionally good for cycling.</p> <ul style="list-style-type: none"> • Make Bognor Regis and Littlehampton waterfronts exceptionally good for cycling, with a seafront circuit in Littlehampton. • Connect these seafront cycling facilities to main population areas and developments via off road networks and cycle priority streets. • Connect Rustington to Littlehampton Town Centres via a "cycle highway" in order to generate additional visitation to both centres. • Connect the coastal communities to the South Downs via off road routes that become part of national trails. • Include quality cycle access and secure storage facilities in new developments. 	<ul style="list-style-type: none"> • Cycling is growing fast as a leisure activity • The research shows that many local people like cycling and a lot more would do it if there were better off road cycling facilities. It is well suited to older people. • Persuading more people to cycle to work and school etc. would reduce traffic and carbon emissions. • Seaside towns like Bognor Regis and Littlehampton provide excellent opportunities for flat cycling that can be attractive to a lot of people. While, therefore, it should be an ambition to improve cycling in all areas, particular priority should be given to the population hubs near the sea. • Cycling in the seafront areas is connected, and can be better connected, to the excellent cycling opportunities on the South Downs. • Visitors motivated by cycling spend money and generate economic impact. 	<ul style="list-style-type: none"> • Develop a plan for how the network will be developed over time and identifying priorities in its development. • Make delivery a main funding priority for contributions via S106 and Community Infrastructure Levy (CIL).

Figure 7: Summary of Indicative Cost and Funding – New Leisure Centre at Littlehampton Academy

	Costs requiring funding	S106 Developer Contribution/ Community Infrastructure Levy	Sale of Asset for Development	Arts/Sport/ Heritage Funds from National Lottery	Funding Secured By Leisure Operator	Invest to Save financed by Revenue Savings	Other (Grants, Private Sector Contributions)
1a Refurbish Arun Leisure Centre	£3,600,000	£750,000			£1,750,000	£600,000	£500,000
1b New Littlehampton Leisure Centre (Note 1)	£14,300,000		£8,050,000	£4,750,000	£1,500,000		
2a Refurbished Alexandra Theatre	£6,000,000	£3,000,000		£2,500,000			£500,000
2b Seafront Restaurants & Cinema	£0						
2c Bognor Regis Seafront Enhancement (Note 2)							
- Café at West Park (Note 3)	£195,000						
- Enhanced Play Area at West Park	£100,000						
- Path and new entrance, West Park	£35,000						
- Café/Facilities at Waterloo Square (Note 4)	£320,000						
- Beach and Splash Play	£350,000						
- Other Enhancements to promenade & gardens	£1,595,000						
Total:	£2,595,000		£2,395,000				£200,000
3a Littlehampton Waterfront Park	£300,000	£150,000	£150,000				
3b Windmill Site Play Park & Area Enhancements	£300,000		£300,000				
4a Arundel Townscape Improvements	£1,500,000	£500,000		£750,000			£250,000
4b Lido/Community Hall (Note 5)	£900,000		£400,000	£400,000			£100,000
5 Off Road Cycling	£800,000	£400,000					£400,000
TOTAL:	£30,295,000	£4,800,000	£11,295,000	£8,400,000	£3,250,000	£600,000	£1,950,000

Note 1: Assumes 15% Social Housing on Site Development

Note 2: Assumes 0% Social Housing on Site Development at Swansea Gardens

Note 3: 150 m² @ £1,300/m²

Note 4: 200 m² @ £1,600/m²

Note 5 600 m² @ £1,500/m².

Figure 8: Summary of Indicative Cost and Funding – Refurbished Littlehampton Leisure Centre

	Costs requiring funding	S106 Developer Contribution/ Community Infrastructure Levy	Sale of Asset for Development	Arts/Sport/ Heritage Funds from National Lottery	Funding Secured By Leisure Operator	Invest to Save financed by Revenue Savings	Other (Grants, Private Sector Contributions)
1a Refurbish Arun Leisure Centre	£3,600,000	£750,000			£1,750,000	£600,000	£500,000
1b Refurbish Littlehampton Leisure Centre (Note 1)	£5,500,000		£3,000,000		£1,500,000		£1,000,000
2a Refurbished Alexandra Theatre	£6,000,000	£3,000,000		£2,500,000			£500,000
2b Seafront Restaurants & Cinema	£0						
2c Bognor Regis Seafront Enhancement (Note 2)							
- Café at West Park (Note 3)	£195,000						
- Enhanced Play Area at West Park	£100,000						
- Path and new entrance, West Park	£35,000						
- Café/Facilities at Waterloo Square (Note 4)	£320,000						
- Beach and Splash Play	£350,000						
- Other Enhancements to promenade & gardens	£1,595,000						
Total:	£2,595,000		£2,395,000				£200,000
3a Littlehampton Waterfront Park	£300,000	£150,000	£150,000				
3b Windmill Site Play Park & Area Enhancements	£400,000		£400,000				
4a Arundel Townscape Improvements	£1,500,000	£500,000		£750,000			£250,000
4b Lido/Community Hall (Note 5)	£900,000		£400,000	£400,000			£100,000
5 Off Road Cycling	£800,000	£400,000					£400,000
TOTAL:	£21,595,000	£4,800,000	£6,345,000	£3,650,000	£3,250,000	£600,000	£2,950,000

Note 1: Assumes 15% Social Housing on Site Development

Note 2: Assumes 0% Social Housing on Site Development at Swansea Gardens

Note 3: 150 m² @ £1,300/m²

Note 4: 200 m² @ £1,600/m²

Note 5 600 m² @ £1,500/m².



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