



High Level Options Appraisal for
City Centre Public Leisure
Provision
Coventry City Council

Contents

1	Introduction	1
2	Capital Costs	3
3	Programmes and Cashflow	11
4	Coventry Sports and Leisure Centre Heritage Considerations	15
5	Possible alternative location – Spire House / Christchurch House	19
6	Next Steps and Recommendations	21

Appendix A – Budget Costs

Appendix B – Budget Cashflows

Appendix C – Christchurch House and Spire House site plan

1 Introduction

- 1.1 Coventry City Council appointed Deloitte to complete a high level Options Appraisal in relation to City Centre Public Leisure Provision within Coventry.
- 1.2 The ten options the Council requested Deloitte consider in relation to the future of public leisure provision in the city centre were:
- Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC);
 - Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);
 - Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
 - Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);
 - Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
 - Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;
 - Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;
 - Option 6a - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;
 - Option 6b - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water), a larger fitness suite and day spa facility, on the existing Spire House / Christchurch House site within the city centre.
 - Option 7 – Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.
- 1.3 In addition to the facility mixes defined within each of the options, there were a number of optional facilities that the Council required to be priced separately, such that they can be considered as possible additions to any or some of the options. The optional facilities that required costing were:
- Moveable floor addition for half of a 25m x 6 lane pool;
 - Moveable floor addition for half of a 25m x 8 lane pool;
 - Full depth competition diving pool with full range of diving boards from 1m springboard through to 10m platform;
 - Additional construction costs to one end of a 25m x 6 lane pool to accommodate 1m and 3m springboards (along with the additional costs for pool surround area and springboards themselves) fitted with moveable floor;
 - Additional construction costs to one end of a 25m x 8 lane pool to accommodate 1m and 3m springboards (along with the additional costs for pool surround area and springboards themselves) fitted with moveable floor; and
 - Omit the bowls hall from Options 6a.

- 1.4 Associated heritage and planning aspects were reviewed for the city centre Coventry Sports and Leisure Centre (CSLC) site and the proposed Spire House / Christchurch House site.
- 1.5 We have included in chapter four, an overview of the key themes in respect of the listing issues facing any potential refurbishment / demolition works on the CSLC site.
- 1.6 Commentary included in Chapter 5, which discusses the planning implications of developing on the Spire House / Christchurch House site, was provided by Coventry City Council Planning Department.

2 Capital Costs

Introduction

- 2.1 The budget costs were prepared by Appleyard & Trew LLP as a sub-consultant to Deloitte and are based on experience of the leisure industry and benchmarking data obtained from other projects.
- 2.2 A copy of the budget cost build ups is included at **Appendix A**.

Costed Options

- 2.3 In accordance with instructions received from the Client, the Project Team have developed ten option proposals as detailed below:-
- Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC), maintaining the facility to ensure continued operation;
 - Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);
 - Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
 - Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);
 - Retain the swimming facilities within the same area as they are currently located, but rationalised within that area to:
 - § extend the 50m pool to incorporate a moveable boom;
 - § remove the learner pool in favour of a completely re-modelled and expanded leisure water;
 - § complete reconfiguration and modernisation of all associated 'wet side' changing areas;
 - § retain a fitness suite and studio space in the existing 'wet side' area and relocate the children's soft play / crèche area into this part of the building (from its existing location in the 'dry side' of the building) in order to make it more immediately accessible to the usage of Health and Fitness members / users;
 - § reconfigure the existing 'dry side' area to become an 'events' space to include the existing sports hall and bowls facilities (each with spectator seating) along with reinstatement of the two squash courts to also have spectator viewing;
 - § introduction of a separate ground floor reception area to serve the 'dry side' events space;
 - § conversion of the condemned and closed annex (formerly used as squash courts) into a bespoke judo dojo / martial arts matted area, also with separate and independent access; and
 - § retaining / locating a café / bar area in the newly reconfigured 'wet side' area of the building.
 - Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);
 - The facility mix and configuration for this option assumed:
 - § the demolition of the 'dry side' facilities along with the existing annex and the subsequent making good to the end of the 'wet side' building;

- § the 'building over' of the 50m pool and diving area to create an events sports hall and bowling space, along with complete modernisation of the existing spectator seating;
 - § converting the existing leisure water and learner pool area into a 25m x 8 lane competition pool, and providing spectator seating into the existing studio area adjacent;
 - § reconfiguring and modernising both 'wet side' and 'dry side' changing areas to serve each of the respective areas;
 - § retaining a fitness suite and studio space in the existing 'wet side' area and relocating the children's soft play / crèche area into this part of the building (from its existing location on the 'dry side' of the building) in order to make it more immediately accessible to the usage of Health and Fitness members / users; and
 - § retaining / locating a café / bar area in the newly reconfigured 'wet side' area of the building.
- Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;
 - The facility mix and configuration of this option assumes a more centralised model of facility mix than would be the case under a neighbourhood model, to include:
 - § 25 x 8 lane competition swimming pool including spectator provision for regional level competition;
 - § leisure water facilities built to the same size as option 3a;
 - § health suite;
 - § 6 court 'event' sports hall with bleacher seating for around 750 spectators;
 - § indoor bowls rink to match the existing size, to also be used as a flexible space outside of the bowls season;
 - § 60 station fitness suite;
 - § exercise studio;
 - § 2 squash courts;
 - § children's crèche / soft play area;
 - § café / bar area; and
 - § all associated 'wet and dry side' changing and service accommodation.
- Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;
 - The facility mix and configuration of this option assumes a rationalised facility mix with leisure water to pre-empt a neighbourhood model of city wide leisure provision, to include:
 - § 25 x 6 lane swimming pool;
 - § leisure water facilities built to the same size as option 3a;
 - § health suite;
 - § indoor bowls rink to match the existing size, to also be used as a flexible space outside of the bowls season;
 - § 60 station fitness suite;
 - § exercise studio;
 - § 2 squash courts;
 - § children's crèche area;
 - § café / bar area; and
 - § all associated 'wet and dry side' changing and service accommodation
- Option 6a - Provide a new build leisure centre with split water provision (ie. Between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;
 - The facility mix and configuration of this option assumes a rationalised facility mix with a 'feature destination facility' to pre-empt a neighbourhood model of leisure provision within the city, to include:
 - § feature 'water park' leisure facilities;

- § 25 x 6 lane swimming pool;
- § 3 lane indoor bowls rink, to also be used as a flexible space outside of the bowls season;
- § 65 station fitness suite;
- § exercise studio;
- § 2 squash courts;
- § children’s crèche area;
- § café / bar area; and
- § all associated ‘wet and dry side’ changing and service accommodation.

- Option 6b – Provide a new build leisure centre with split water provision (ie. Between the ‘lap pool’ and leisure water) on the existing Spire House / Christchurch House site within the city centre to include the same facilities as Option 6a except:
 - § a day spa facility is to be provided in lieu of the indoor bowls area;
 - § enhanced fitness suite facilities (85 stations in lieu of 65) and a spin studio to be provided; and
 - § the health suite facility is omitted in light of the larger day spa offer on the second floor.
- Option 7 - Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.

2.4 Allowances for professional fees, Client FF&E, risk etc., are scheduled against each option in the cost summary included on the following page.

Cost Summary

2.5 A cost analysis in support of the construction costs for each option is included at **Appendix A**.

2.6 The budget capital build cost for each option is outlined below:

Option	Total Project Budget Cost	Cost Options
1	£52,440,000	N/A
2a	£32,985,600	N/A
2b	£27,748,800	N/A
3a	£44,073,600	Extra over for half size moveable floor to 25m x 8 lane pool - £620,000 Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £750,000
3b	£33,460,800	Extra over for half size moveable floor with flap to 25m x 8 lane pool - £650,000 Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £900,000
4	£29,119,200	Extra over for half size moveable floor with flap to 25m x 8 lane pool - £450,000 Extra over for full diving provision from 1m to 10m platform, new

		25m x 15m pool plus changing - £3,000,000
		Extra over cost to accommodate 1m and 3m springboards on a 25m x 8 lane pool - £900,000
5	£24,191,200	Extra over for half size moveable floor to 25m x 6 lane pool - £350,000
		Extra over for full diving provision from 1m to 10m platform, new 25m x 15m pool plus changing - £3,000,000
		Extra over cost to accommodate 1m and 3m springboards on a 25m x 6 lane pool - £750,000
6a	£32,384,000	Omission of bowls - £1.6m
6b	£33,616,000	-
7	£1,104,000	Monthly ongoing cost - £7,500
		Mothball wetside only- £900,000, reduced monthly ongoing cost – £6,000

Table 1 – Cost Summary

Remove/Demolish Existing/Prepare Site

2.7 General demolition and site clearance costs in preparation for new buildings have been included against each option as appropriate. However, the following items should be specifically noted:

- No demolition/site clearance costs are included for Options 1, 2a and 3a;
- Options 2b and 3b include for the demolition of the City Centre “dry side” building only;
- Options 4 and 5 include for the demolition of the City Centre “wet” and “dry side” buildings; and
- Options 6a and 6b include costs associated with the demolition of the existing Christchurch House and Spire House. The existing Coventry Sports and Leisure Centre (CSLC) would be retained for an alternative use.

2.8 A separate cost is identified for Option 7, which is based upon mothballing the existing building including decommissioning all services and making the structure wind and weather tight.

Building Costs

2.9 Building costs for each of the options have been calculated based upon the following:

2.9.1 Option 1 – Retain existing and modernise over 40 year period

- Costs are calculated based upon carrying out initial/essential back log maintenance works in Year 1 (as identified in separate report by Coventry City Council); and
- In addition, modernisation costs are included (based on Option 2a Construction Costs) but based upon carrying them out at intervals over a 40 year period together with indicative inflation allowances. These costs were provided by Coventry City Council. The costs were established in a separate condition survey commissioned by the Council.

2.9.2 Option 2a – Modernise the existing listed City Centre Leisure Facilities

- Allowance for renewing and upgrading the external fabric and services that would be extra over to the area rate used for refurbishment;
- We have assumed that the centre would be closed and the modernisation programme would take place all at once; and
- Cost/m² allowances for modernising both the “wet” and “dry” facilities based on Appleyard and Trew’s area calculations to which a cost/m² has been allocated. The cost/m² allowances are based upon benchmarked rates for modernising leisure facilities previously carried out by Appleyard & Trew LLP.

2.9.3 Option 2b – Modernise listed “Wet Side” only. The dry side would be demolished as part of the works.

- Calculated as Option 2a, however it is applicable to the wet side only.

2.9.4 Option 3a – Reconfigure, rationalise and modernise the existing listed leisure facilities

- Allowance for renewing and upgrading the external fabric and services that would be extra over to the area rate used for refurbishment;
- Cost/m² allowances for reconfiguring both “wet” and “dry” facilities based upon Appleyard and Trew’s area calculations. An enhanced cost/m² (enhanced above the Option 2a modernisation rate) is applied to take account of the indicative scope of the works;
- We have assumed that the centre would be closed and the modernisation programme would take place all at once; and
- Abnormal cost allowances are added to the total building costs to cover items considered in addition to the cost/m² parameters to include items as:
 - installation of boom;
 - water park facilities;
 - disabled lift to pool; and
 - seating to new events space.

2.9.5 Option 3b – Reconfigure, rationalise and modernise listed “wet side” only

- Calculated based upon the principles of Option 3a and with abnormal cost allowances adjusted to suit facilities.

2.9.6 Option 4 and 5 – New build leisure centre

- Cost calculated based upon area schedules provided by Deloitte Real Estate for each Option;
- Cost/m² allowances are applied based upon Appleyard & Trew’s baseline cost data based on previous new build public sector leisure centre projects; these rates are then updated for:
 - benchmarked costs are updated to current rates (3rd quarter 2013);
 - city centre location of proposed new pool; and
 - potential “iconic” design of new facility.
- Abnormal costs are added to the total building costs to cover items/features considered in addition to the cost/m² parameters.

2.9.7 Option 6a and 6b - New Build Leisure Centre with Feature Water Park

- These options provide a new build City Centre leisure centre with a destination feature water park. The concept and facilities for both options are similar but Option 6A includes a 3 rink indoor bowling facility and 6b includes an increased fitness/studio facility and a day spa in lieu of bowling.
- Costs are based upon area schedules prepared by Design Cubed Architects for the proposed City Centre site on the existing Christ Church House/Spire House site.

- Cost/m² allowances are applied based upon Appleyard & Trew's baseline cost data on previous new build leisure centre projects, which are then updated for:-
 - benchmarked costs are updated to current rates (3rd quarter 2013);
 - city centre location of proposed new pool; and
 - potential "iconic" design of new facility.
- Abnormal costs are therefore added to the total building costs of each Option to include for items/features considered in addition to the cost/m² parameters. An allowance of £3m is included for feature leisure rides calculated following discussions with designers of feature leisure rides.
- The allowance for external works/drainage/incoming services is enhanced for the potential site location and constraints and also the potential for including an element of public realm to compliment both the new facility and surrounding buildings.

2.9.8 Option 7

- The costs for mothballing are included in Removal/Demolition Costs. A separate below the line figure is included for on-going monthly costs to cover general inspections/security checks etc of the existing building.
- A further separate allowance is included for mothballing the wet side only on the basis that the dry side is demolished. (NB: no allowance is included for demolishing the dry side only).

External Works/Drainage/Incoming Services

- 2.10 An allowance is included for general site works to each Option based upon scope of works and locations. The new build Options, 6a and 6b, include an allowance for enhancing the public realm around the new development, linking the new building with its surroundings. This could consist of creating a pedestrianised Public Square or similar.
- 2.11 Costs are included against Option 2a – Options 6a and 6b, for upgrading the existing services or providing new services to the new build Options. No cost for upgrading incoming services is included in Options 1 or 7.

Inflation

- 2.12 No allowance is currently shown for inflation (apart from in Option 1) due to the uncertainty of when an option will be progressed. Costs have therefore been calculated on current market conditions i.e. 4th Quarter 2013.
- 2.13 It should be noted that Construction Costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc. However, the construction industry is showing signs of optimism, which could lead to significant price increases over the next few years.
- 2.14 Whilst future inflation is unknown it should be considered a significant risk against each of the above projects and the Client should consider this risk against the current Client Contingency / Risk monies allocated to each project.

Professional Fees

- 2.15 Professional Fee allowances are included as follows:-
- Option 1 and 7 - 15% based upon Coventry City Council historical on costs for professional services; and
 - Option 2a – 6b - 12% based upon an industry professional fee allowance based upon the relative size and value of each project.

2.16 Fees for refurbishment projects in the industry are often higher than fees for new build projects. However, fees for refurbishment and new-build options on this project are expected to be approximately the same, due to the scale of the project.

Client FF&E (Loose Furniture/Equipment)

2.17 Allowances have been calculated on a Project Specific basis, which takes into account the following:

- a) The nature and size of the facility e.g. wet/dry or combined and likely FF&E requirements; and
- b) Experience of Client FF&E costs from recently completed Public Sector leisure centres.

Client Contingency/Risk Management

2.18 Contingency/Risk allowances have been calculated based upon the type of project being undertaken and respective risk profile. As a general principle an allowance of 10% is included for new build projects and 20% for those projects that involve modernisation or reconfiguration of existing facilities.

VAT

2.19 Assumed either not paid or any VAT paid is reclaimable.

Cost Options

2.20 Extra over costs highlighted on the Cost Summary sheet associated with the provision of moveable floor or diving facilities are highlighted where appropriate under each cost heading; it should be noted that costs include for fees and contingency at the appropriate allowance.

Lifecycle Costs

2.21 Life Cycle Costs associated with each of the options are excluded.

2.22 Life Cycle Costs associated with each option will vary dependent on the type of project. On the new build options you would expect the Life Cycle Costs based on an average yearly cost to be lower than on the modernise/refurbishment options.

2.23 There are published cost indices available for Life Cycle Costs for different types of buildings within the Construction Industry as published by the BCIS. These indicate average yearly maintenance costs for building fabric, building services and general redecoration. The average costs can then be adjusted up or down for location, type and age of the building accordingly.

Assumptions / Clarifications

2.24 The following assumptions/clarifications should be read in conjunction with this report:

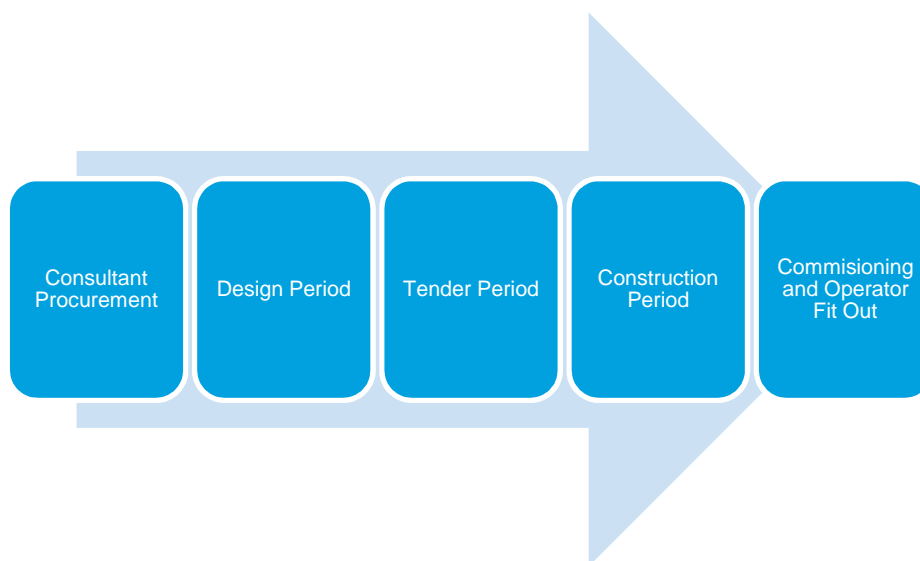
- Building Costs have been calculated on the basis of A&T benchmarked data for specific site anomalies;
- External works/drainage/incoming services costs have been based on site specific information or previously completed schemes;
- No inflation has been included apart from in Option 1 because the final programme dates are unknown. However, we have made a statement on the likely impact on inflation based upon potential inflation scenarios;
- New build rates for Options 4, 5 and 6a and 6b have been increased to account for the City Centre location and Iconic status of any new build;

- Client FF&E allowances vary depending on the type of facility e.g. wet/dry/mixed.
- Risk is calculated on an Option by Option basis depending on the type of project e.g. new build lower risk; refurb higher risk;
- VAT is excluded from all option costs;
- No works are included for any repairs to the existing main structural components of the existing building for Options 1, 2a, 2b, 3a, 3b and 7.
- On-going lifecycle costs are excluded against all options; and
- Construction costs assume the works will be competitively tendered between 4 - 6 contractors depending on the value of individual projects. Should any of the projects be negotiated with only one contractor, there could be a premium to pay on top of the budget costs provided.

3 Programmes and Cashflow

Programmes

3.1 Included below is a high level process map outlining the critical path for all of the options proposed:



3.2 The above process assumes that the contractor is procured in parallel with the Design Period.

3.3 The programmes for each option has been based on a two stage develop and construct procurement route.

3.4 Other activities for example Planning approval, procurement of a contractor, site surveys, etc. are activities that will be completed in parallel with the above critical path items.

3.5 Using the critical path process map headings, we have outlined high level indicative programmes for each option below:

Option	Consultant Procurement	Design Period	Tender Period	Construction Period	Commissioning and Operator Fit Out	Overall Programme
1	N/A	N/A	N/A	N/A	N/A	Ongoing works over 40 years
2a	3 months	One and a half years	6 months	Two and a half years	2 months	4 years 11 months*
2b	3 months	One and a half years	4 months	Two years	2 months	4 years and 3 months*

Option	Consultant Procurement	Design Period	Tender Period	Construction Period	Commissioning and Operator Fit Out	Overall Programme
3a	3 months	One and a half years	6 months	Two and a half years	2 months	4 years and 11 months*
3b	3 months	One and a half years	4 months	Two Years	2 months	4 years and 3 months*
4	5 months	One year	4 months	Two years	2 months	3 years 11 months
5	3 months	One year	4 months	Two years	2 months	3 years and 9 months
6a and b	5 months	One year	4 months	Two years	2 months	3 years and 11 months
7	N/A	N/A	N/A	N/A	N/A	6 months

* highlights options where the programme assumes complete closure of the existing facility.

- 3.6 The programme periods for Options 2b and 3b, assume the existing wet side is demolished in parallel with the main works to the wet side of the building.
- 3.7 Options 2a, 2b, 3a, 3b and 5 have a similar period for procuring a consultant team. Option 5 is based on a private sector led design competition approach, whilst the other options are based on the scheme not requiring a design competition and being procured using OJEU.
- 3.8 The programme periods for Options 4 and 5 assume the existing centre has already been de-listed prior to demolition and that demolition has been completed prior to the construction period. It is expected that the demolition of the existing centre would take approximately eight months.
- 3.9 The programme for Options 6a and b assumes that Spire House and Christchurch House have been demolished prior to the construction period. It is expected that the demolition of the existing buildings would take approximately six months.
- 3.10 The programme for Option 5 assumes the developer is appointed and a development agreement has been signed.
- 3.11 The period for appointing consultants is shorter in Option 5, when compared to Options 4, 6a and 6b, as it is assumed that the developer will not need to go through OJEU procedures to appoint a consultant team. The period of three months shown represents a suitable timeframe for a developer to run a design competition and to receive approval from the Council to appoint them.
- 3.12 The programmes for appointing a consultant team within options 4, 6a and 6b assume that the Project Manager and Cost Consultant are appointed separately and once appointed they run an OJEU compliant design competition for the remaining design team members.
- 3.13 The programme for Option 7 has been based on a contractor being handed an empty centre.

Cashflow

3.14 A budget cash flow for each option is included at **Appendix B**. The cash flows are based on high level assessments of the expected expenditure on the projects and should be refined at the next stage once more detailed cost and programme analysis has been completed.

4 Coventry Sports and Leisure Centre Heritage Considerations

- 4.1 In refurbishing / redeveloping the existing Coventry Sports and Leisure Centre, the Council will have to be cognisant of the restrictions that the listing of the pool hall may have on any plans proposed.
- 4.2 We have set out below, an overview of the issues facing a refurbishment / redevelopment of Coventry Sports and Leisure Centre.

Details of Statutory Listing

- 4.3 The original part of the Coventry Sports and Leisure Centre (CSLC), including the sunbathing terraces, were statutorily listed (Grade II) on 2nd December 1997. Some of the key aspects of the listing description include:
 - Designed in 1956, built 1962 – 66 by Coventry City Architect's Department under Arthur Ling and Terrance Gregory
 - Includes an 'enfilade' of three pools set within a single hall, the largest pool 'T' shaped to include a diving area. This projects on the southern elevation, which is particularly impressive, with full glazing around five sides.
 - The building interior is particularly impressive, which retains original brick and tile finishes.
 - The elaborate facilities of the main pool were designed to meet international competition standards, and the pool became the regional competitive centre for the Midlands. Coventry and Hampstead were the only complexes of the period to be constructed with three pools.
 - The use of a steel frame and longitudinal plan are unusual features and Coventry is identified as important as amongst the most ambitious baths built anywhere in Britain in the short period 1960 – 66, when large swimming complexes were encouraged.
 - The later sports hall to the east and bridge link is not of special interest.

Other relevant documents

- 4.4 A Stage 1 Conservation Plan for Coventry Sports and Leisure Centre was prepared on behalf of the Council by Alan Baxter and Associates in June 2005. The purpose of the Stage 1 Conservation Plan was to seek to understand the significance of the building and to assess a number of issues associated with the condition and operation of the asset to help to inform decisions regarding the future of the building.
- 4.5 Coventry Planned: The Architecture of the Plan for Coventry 1940 – 1978 - This Report was published in 2009. It was commissioned by English Heritage as part of an historic overview and assessment of the post-war reconstruction of Coventry City Centre. The main driver for the study was that much of Coventry, and in particular the 1950s and 1960s shopping precinct, was due to change and this change would demolish many of the original buildings and alter existing street patterns. The overarching purpose of the report was to understand the form, quality and meaning of different buildings and areas within the city centre.

Description of the Asset

Location of the Coventry Sports and Leisure Centre

- 4.6 The Site is located within the north eastern part of Coventry city centre. The facility is set within a mix of uses including Coventry University buildings, The Herbert Art Gallery and Museum, Coventry Cathedral and a Coventry City Council operated car park on the opposite side of Fairfax Street.
- 4.7 Access to the Coventry ring road is located to the north east of the Site. There is good access to public transport buses and trains within walking distance of the site, and generally good pedestrian access throughout the city centre leading to the site.

Building Condition

- 4.8 The 2005 Conservation Plan provides an overview of building condition at that time. It was identified that the building had not been subject to any major overhaul or modernisation to bring it up to current standards in terms of energy efficiency, disabled access, swimming pool design etc.
- 4.9 The conclusions reached from the various surveys of architectural and structural condition to inform the Conservation Plan suggested that the building is in need of an 'overhaul'. The Plan goes on to set out an extensive list of specific items / works, some of which appear reasonably significant, which require appropriate additional survey and treatment. The identified works included:
- The need for extensive repair and redecoration of the building exterior, also including replacement of several areas of glazing and extensive refurbishment of the sun terraces;
 - The need for various internal repairs and upgrading, including full replacement of the ceiling in the main pool hall, replacement tiling and upgrading to spectator seating; and
 - The need to further survey and to treat various structural defects affecting various elements of both the external and internal structure and fabric of the building.
- 4.10 In overall terms, based on the published survey information the building appears to be in a moderate condition, albeit that the survey information is now relatively dated (some is in excess of 10 years old) and it is possible that if improvements have not been made since the date of survey, that the buildings' condition may have deteriorated further.

Assessment of Significance

- 4.11 The 2005 Conservation Plan provides an assessment of the significance of the building against a number of considerations, including:
- National Significance;
 - Historic Significance;
 - Architectural Significance;
 - Engineering / Technological Significance; and
 - Social and Cultural Significance
- 4.12 The Coventry Sports and Leisure Centre (CSLC) building has not been subject to any major overhaul or modernisation to bring it up to current standards in terms of energy efficiency, disabled access, swimming pool design etc. Several of the necessary improvements will likely be significant and costly to implement, even if just considering a fairly minimal package of works.
- 4.13 In operational terms, the Coventry Sports and Leisure Centre (CSLC) facility currently operates at a large annual loss, and the operators (the Coventry Sports Trust) require a substantial level of subsidy from the Council. This operating loss is due to a range of factors including inherent problems with the original design

such as the high degree of heat loss arising from the size / orientation of glazing within the building. Design problems associated with the main pool area in particular hinder its present and future performance, including its use as a competition pool and for certain community uses. These issues in themselves will unlikely be sufficient to justify the demolition of the building but will add to any wider redevelopment case.

- 4.14 In terms of the significance of the Coventry Sports and Leisure Centre (CSLC), from a national and historic perspective, it is the only surviving local authority pool of its date and scale. The main pool was the first 'T' shaped pool to be planned to include a diving area which also adds to its national and historic significance.
- 4.15 It could also be considered to be the second most important post-war listed swimming pool in England, with only the Crystal Palace National Recreation Centre being a more significant example. In architectural terms, the main pool area its hall and the glazed southern elevation are viewed as the most important architectural features of the building. Changes made to the building post original construction have generally been to the detriment of its architectural significance although most of these changes were made before the building was statutorily listed so would have been taken into account at the time of listing. The building is seen as important in terms of its cultural and social significance.

Policy and Legislative Context

- 4.16 There is significant and forceful legislation relating to heritage assets, which requires consent for the majority of works to a listed building, including demolition. It is also standard practice for any listed building consent to be accompanied by a planning condition to the effect that the demolition of / major work to a listed building cannot take place until a contractor has been identified and a contract let for any subsequent redevelopment / development scheme.
- 4.17 The National Planning Policy Framework (NPPF) makes clear that the loss of (or harm to) a Grade II listed building will only be deemed acceptable in exceptional circumstances. NPPF Paragraph 133 provides clarity on the policy steps that need to be addressed, namely:
- ***A. That it can be demonstrated that the loss of the listed asset would deliver substantial public benefits that outweigh that harm or loss; or***
 - ***B. If this cannot be shown then proposals resulting in the loss of a listed building will only be acceptable where a number of criteria can all be met including: that the nature of the heritage asset prevents all reasonable uses of the site; no viable use of the heritage asset itself can be found in the medium term; conservation by grant-funding or some form of charitable or public ownership is demonstrably not possible; and the harm or loss is outweighed by the benefit of bringing the site back into use.***
- 4.18 Coventry has a rich historic past. Any development on the site would need to be cognisant of the archaeology in the area. An early assessment of the likelihood of making archaeological finds on the site, should be completed with the City Planning Officers.

Relevant Case Law and Precedent

- 4.19 From a review of appeal decisions, there are a number of important considerations that can be applied to re-developing a listed building:
- *The need to produce robust evidence that all potentially viable and appropriate alternative uses have been thoroughly explored;*
 - *That where the building is vacant, that sufficient marketing has been carried out to seek to attract an alternative occupier before considering demolition;*
 - *That any public benefits to justify the loss of or harm to a listed building need to be highly significant and compelling;*

- *Appropriate engagement with English Heritage is important in seeking to agree key principles; and*
- *High quality design associated with any redevelopment scheme is important (this must deliver significantly greater benefits than retaining a vacant listed building for example).*

Summary

- 4.20 Any development on the Coventry Sports and Leisure Centre site will require robust and detailed planning work to be completed with English Heritage to agree the proposed approach.
- 4.21 Archaeology will need to be reviewed at the early stages of any development on the existing site.
- 4.22 Once a way forward has been agreed by the Council, early discussions should be undertaken with English Heritage and Coventry City Council Planning department to begin dialogue on the various challenges that will have to be faced.

5 Possible alternative location – Spire House / Christchurch House

Background

- 5.1 Coventry City Council has proposed that the city centre site of Christchurch House and Spire House could be a suitable location for a new city centre swimming complex.
- 5.2 A copy of the site plan for Christchurch House and Spire House is included at **Appendix C**.
- 5.3 The rationale for the selection of Christchurch House and Spire House is:
- Development on the site would support the proposed development of Friargate;
 - Connectivity would be established between the new centre, the Friargate development and City Centre South retail scheme. It would create a pathway through the city centre;
 - Development of the site would help the regeneration of office space ie. The Council offices would be relocated to Friargate. It would also help to regenerate the retail offer and the Sports and Leisure offer in this area of the city centre.
 - Christchurch House and Spire House is a good location for a water facility, it is in close proximity to the railway station and has potential links with new car parking in the immediate area. Future car parking infrastructure will also be provided within the city centre south development, which would be within close proximity of the proposed location.
- 5.4 Christchurch House is currently used as one of the City Council's core administration buildings and as a base for the Resource Directorate which includes services such as Financial Management, Major Projects, Revenue and Benefits, Procurement and Legal services.
- 5.5 In addition to the internal services based at Christchurch and Spire House, the following organisations also have tenancy agreements
- PCT
- 5.6 Christchurch House and Spire House consist of 6,800 m² of accommodation.

Site Context

- 5.7 'Christchurch Steeple' is a Grade II* listed building and adjoins the site proposed as a possible alternative location for a sports centre. Details of the listing on the English Heritage website note that the fourteenth century steeple was restored after damage from a Second World War air raid. It is the sole remnant of a Franciscan friary founded in 1234. The body of the church (rebuilt in 1832) was destroyed in the raid. The octagonal plan spire is constructed using ashlar.
- 5.8 As a Grade II* building, the building is of significant national importance and therefore any new development adjacent to it should not adversely affect the building and its setting. Views of the Spire are also important and therefore it may be difficult to construct to any notable height alongside the Spire. Again, it is expected

that any proposed applicant will need to liaise with English Heritage and the local planning authority and conservation officer prior to proceeding with this option.

- 5.9 This site is also located in close proximity to the 'High Street' conservation area and would affect views into and out of the conservation area. Therefore, any development on the site would need to preserve or preferably enhance the character and appearance of the area.
- 5.10 Also situated close to the site is the locally listed, Methodist Central Hall, which will also need to be taken into consideration when devising proposals for the site. Methodist Central Hall, built 1931, was added to the list as it was considered worthy of conservation owing to its architectural/historic interest.
- 5.11 A detailed heritage statement will need to accompany any application for redevelopment on this site.

Policy and Legislative Context

- 5.12 Coventry has a rich historic past. Any development on the site would need to be cognisant of the archaeology in the area. An early assessment of the likelihood of making archaeological finds on the site should be completed with the City Planning Officers.
- 5.13 Development of the Christchurch House and Spire House site would require close consultation with the City Planning department to ensure the development is progressed in line with national policy as well as local planning policy.
- 5.14 Local policy that would be relevant to the project is set out below:
- BE14 – “Locally Listed” buildings
 - BE15 – Archaeological Sites
 - E8 – Redevelopment of existing employment sites
 - CC7 – Major Environmental Improvement Schemes (no.8 – Bull Yard)
 - CC21 – The Southside Area
 - CC2 – A vibrant and entertaining market place

6 Next Steps and Recommendations

- 6.1 It is recommended that Coventry City Council complete revenue studies for the capital works options proposed in this report. These revenue options should then be added to the capital works costs to provide a holistic picture on how much each option would cost the Council.
- 6.2 The options should be presented to the Council Members for review, discussion and members should be requested to make a decision on how the project should be progressed.
- 6.3 Funding for the agreed option should be approved and set aside to allow the project to progress.
- 6.4 The timescales for delivering any of the options are significant. Therefore, approval on when to begin the project should be sought in the near future to ensure the project can be completed within a suitable timeframe to replace the ageing city centre facilities.
- 6.5 The Council will need to agree the timescales for delivering a new or refurbished centre so that a detailed programme can be developed.
- 6.6 If the existing Coventry Sports and Leisure Centre is not to be modernised or completely reconfigured, the plan on how to deal with this Council asset should be reviewed in greater detail. We would recommend that the Council look to appoint specialists to advise on this process and how the site could be developed.
- 6.7 If the Christchurch House / Spire House site is to be used for a new leisure centre, the Council should look to appoint a professional team to run a design competition. Details on how this competition will be run should be reviewed at the next stage. A scheme could then be designed and progressed with the appointed team of consultants.

Appendix A – Budget Costs

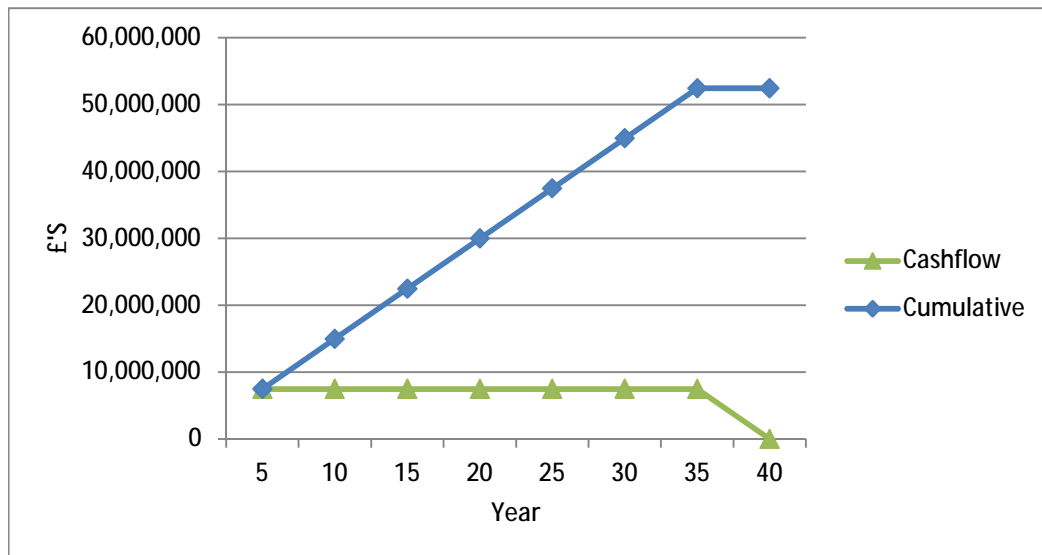
This page has intentionally been removed as to redact commercially sensitive private information would make the page unreadable and meaningless

Appendix B – Budget Cashflows

High Level Options Appraisal - Coventry City Centre Public Leisure Provision within Coventry

High level indicative Option 1 Cumulative Cashflow

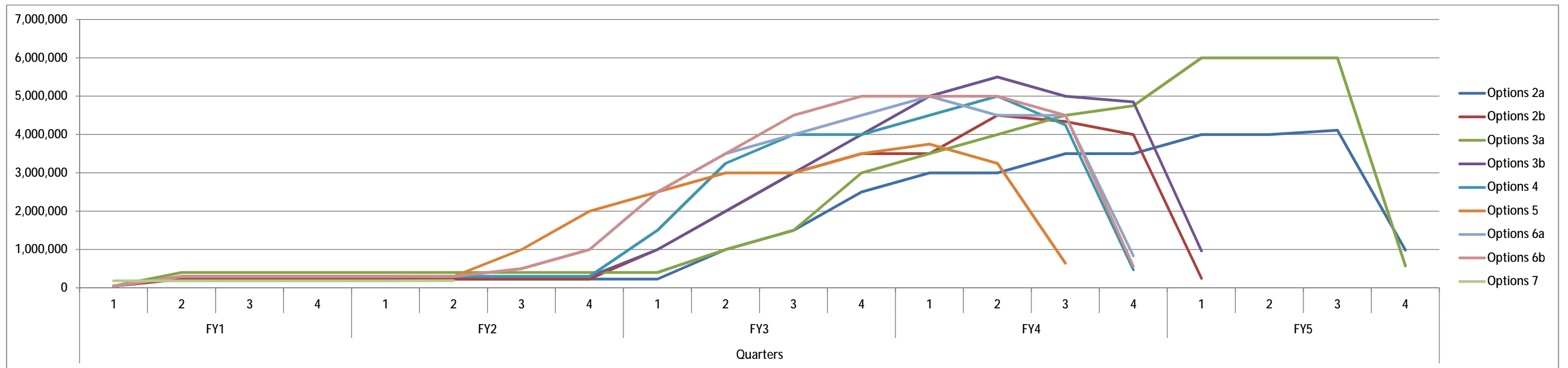
Year	Cashflow	Cumulative
5	7,491,429	7,491,429
10	7,491,429	14,982,857
15	7,491,429	22,474,286
20	7,491,429	29,965,714
25	7,491,429	37,457,143
30	7,491,429	44,948,571
35	7,491,429	52,440,000
40	0	52,440,000



High Level Options Appraisal - Coventry City Centre Public Leisure Provision within Coventry

High level indicative budget cashflow - Options 2a - 7

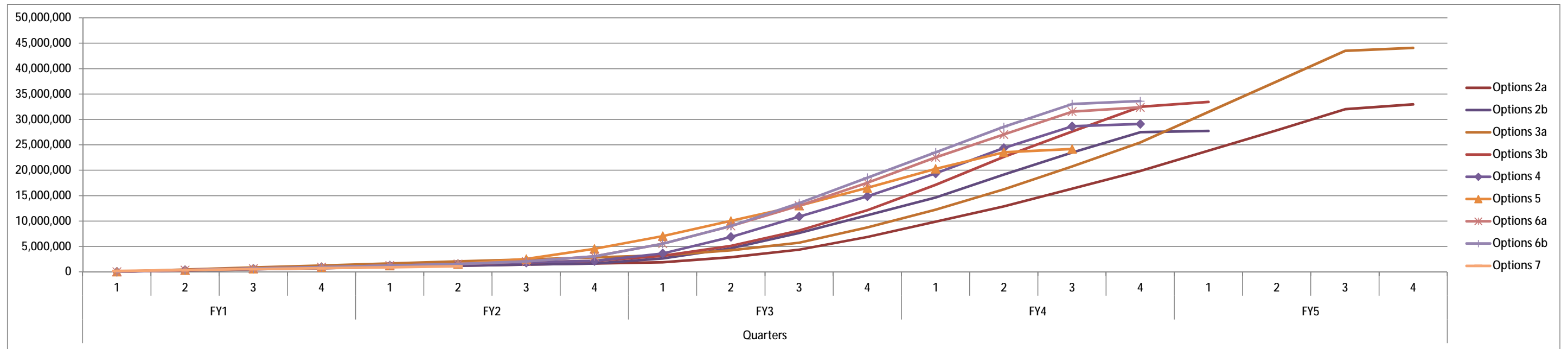
		Quarters																				Total
		FY1				FY2				FY3				FY4				FY5				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Options	2a	50,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,000,000	1,500,000	2,500,000	3,000,000	3,000,000	3,500,000	3,500,000	4,000,000	4,000,000	4,110,000	985,600	32,985,600
	2b	50,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,000,000	2,000,000	3,000,000	3,500,000	3,500,000	4,500,000	4,340,000	4,000,000	248,800				27,748,800
	3a	50,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1,000,000	1,500,000	3,000,000	3,500,000	4,000,000	4,500,000	4,750,000	6,000,000	6,000,000	6,000,000	573,600	44,073,600
	3b	50,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,000,000	2,000,000	3,000,000	4,000,000	5,000,000	5,500,000	5,000,000	4,850,000	960,800				33,460,800
	4	50,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,250,000	4,000,000	4,000,000	4,500,000	5,000,000	4,250,000	469,200					29,119,200
	5	50,000	300,000	300,000	300,000	300,000	300,000	1,000,000	2,000,000	2,500,000	3,000,000	3,000,000	3,500,000	3,750,000	3,250,000	641,200						24,191,200
	6a	50,000	300,000	300,000	300,000	300,000	300,000	500,000	1,000,000	2,500,000	3,500,000	4,000,000	4,500,000	5,000,000	4,500,000	4,500,000	834,000					32,384,000
	6b	50,000	300,000	300,000	300,000	300,000	300,000	500,000	1,000,000	2,500,000	3,500,000	4,500,000	5,000,000	5,000,000	5,000,000	4,500,000	566,000					33,616,000
	7	183,000	183,000	183,000	183,000	183,000	189,000															1,104,000



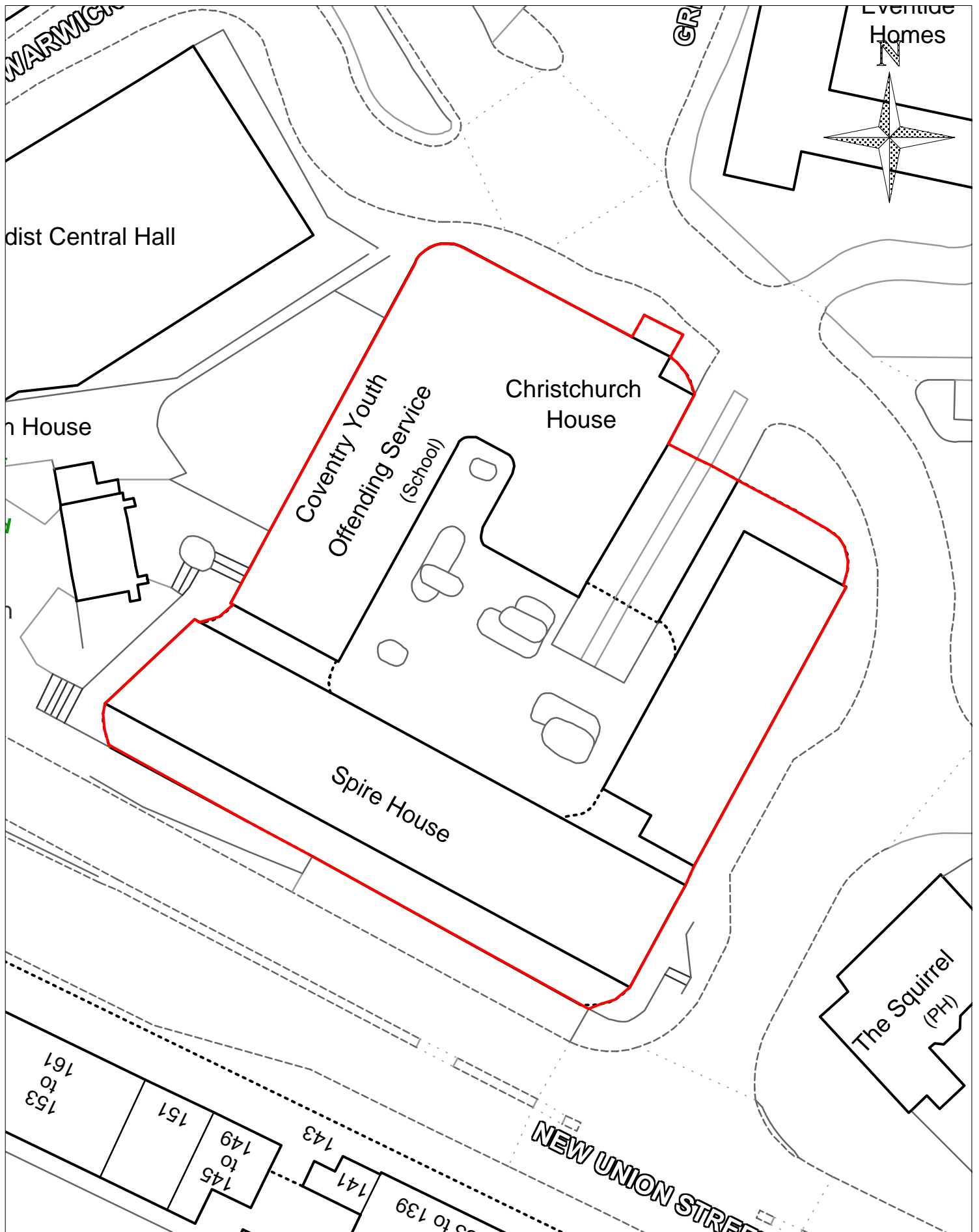
High Level Options Appraisal - Coventry City Centre Public Leisure Provision within Coventry

High level indicative cumulative cashflow - Options 2a - 7

		Quarters																				Total
		FY1				FY2				FY3				FY4				FY5				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Options	2a	50,000	280,000	510,000	740,000	970,000	1,200,000	1,430,000	1,660,000	1,890,000	2,890,000	4,390,000	6,890,000	9,890,000	12,890,000	16,390,000	19,890,000	23,890,000	27,890,000	32,000,000	32,985,600	
	2b	50,000	280,000	510,000	740,000	970,000	1,200,000	1,430,000	1,660,000	2,660,000	4,660,000	7,660,000	11,160,000	14,660,000	19,160,000	23,500,000	27,500,000	27,748,800				
	3a	50,000	450,000	850,000	1,250,000	1,650,000	2,050,000	2,450,000	2,850,000	3,250,000	4,250,000	5,750,000	8,750,000	12,250,000	16,250,000	20,750,000	25,500,000	31,500,000	37,500,000	43,500,000	44,073,600	
	3b	50,000	350,000	650,000	950,000	1,250,000	1,550,000	1,850,000	2,150,000	3,150,000	5,150,000	8,150,000	12,150,000	17,150,000	22,650,000	27,650,000	32,500,000	33,460,800				
	4	50,000	350,000	650,000	950,000	1,250,000	1,550,000	1,850,000	2,150,000	3,650,000	6,900,000	10,900,000	14,900,000	19,400,000	24,400,000	28,650,000	29,119,200					
	5	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,550,000	4,550,000	7,050,000	10,050,000	13,050,000	16,550,000	20,300,000	23,550,000	24,191,200						
	6a	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,050,000	3,050,000	5,550,000	9,050,000	13,050,000	17,550,000	22,550,000	27,050,000	31,550,000	32,384,000					
	6b	50,000	350,000	650,000	950,000	1,250,000	1,550,000	2,050,000	3,050,000	5,550,000	9,050,000	13,550,000	18,550,000	23,550,000	28,550,000	33,050,000	33,616,000					
7	183,000	366,000	549,000	732,000	915,000	1,104,000																



Appendix C – Christchurch House and Spire House site plan



CITY SERVICES AND DEVELOPMENT DIRECTORATE
 PROPERTY ASSET MANAGEMENT
 CORPORATE PROPERTY SERVICES
 9TH FLOOR, CIVIC CENTRE 4
 MUCH PARK STREET
 COVENTRY CV1 2PY
 02476 832799

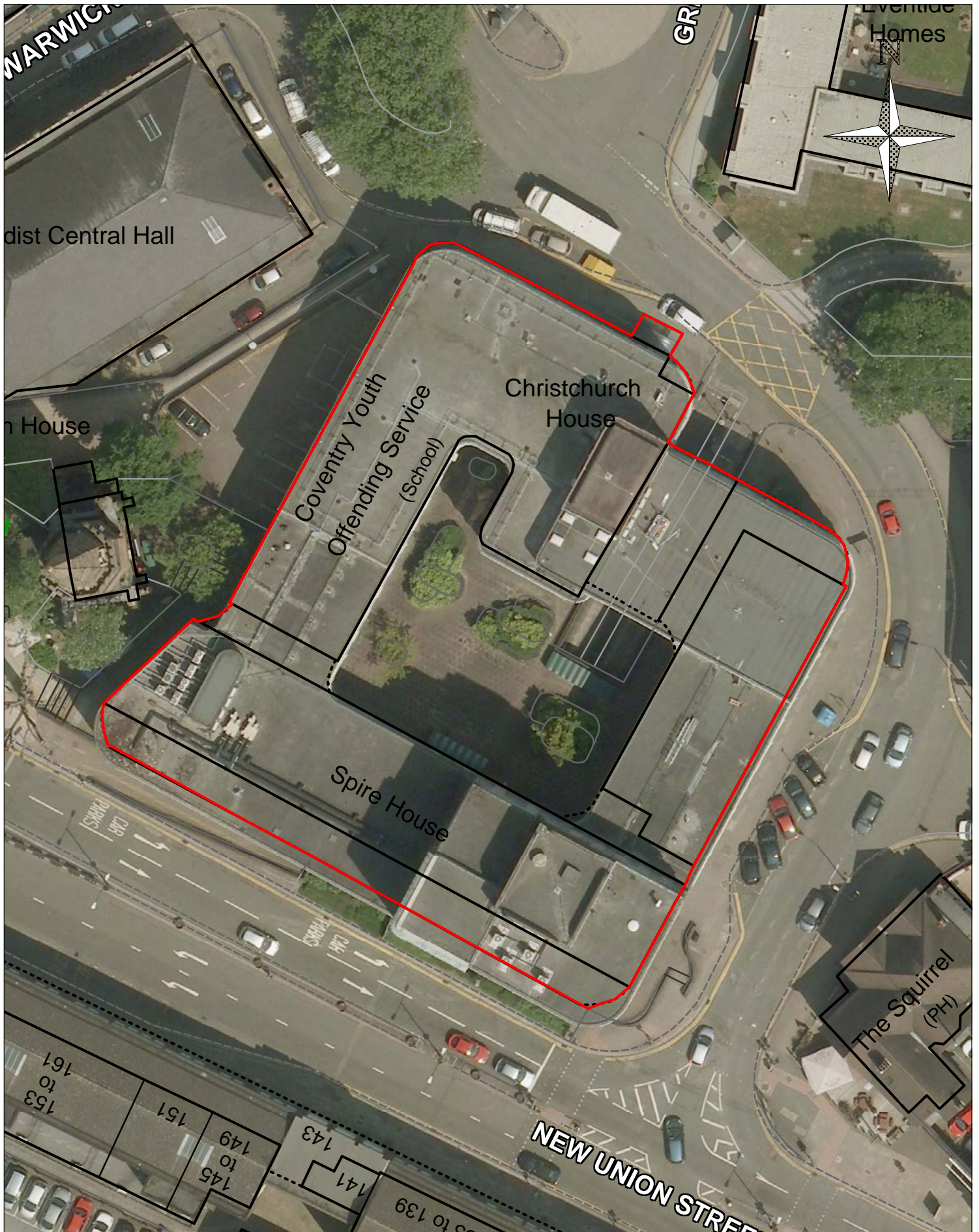


**CHRISTCHURCH HOUSE/SPIRE HOUSE
 NEW UNION STREET**

Scale 1:500 Drawn by RC Date 2/5/2013
 O.S. Ref. No:3378 NW LPR

Martin Yardley - Director of City Services and Development
 Nigel Clews - Head of Property Management Division

COVENTRY CITY COUNCIL Licence No. 100026294 (2013)
 *Reproduced from the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office, Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to p



CITY SERVICES AND DEVELOPMENT DIRECTORATE
 PROPERTY ASSET MANAGEMENT
 CORPORATE PROPERTY SERVICES
 9TH FLOOR, CIVIC CENTRE 4
 MUCH PARK STREET
 COVENTRY CV1 2PY
 02476 832799



Martin Yardley - Director of City Services and Development
 Nigel Clews - Head of Property Management Division

**CHRISTCHURCH HOUSE/SPIRE HOUSE
 NEW UNION STREET**

Scale 1:500 Drawn by RC Date 2/5/2013
 O.S. Ref. No:3378 NW LPR

COVENTRY CITY COUNCIL Licence No. 100026294 (2013)
 Reproduced from the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office, Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to p

This document is confidential and prepared solely for your information. Therefore you should not, without our prior written consent, refer to or use our name or this document for any other purpose, disclose them or refer to them in any prospectus or other document, or make them available or communicate them to any other party. No other party is entitled to rely on our document for any purpose whatsoever and thus we accept no liability to any other party who is shown or gains access to this document.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom.

Deloitte LLP is the United Kingdom member firm of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, whose member firms are legally separate and independent entities. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.