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3 January 2025

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **CABINET** will be held at these offices (Council Chamber) on Monday 13 January 2025 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Democratic Services on (01304) 872303 or by e-mail at democraticservices@dover.gov.uk.

Yours sincerely

A handwritten signature in black ink, appearing to read "Nicky", written over a white background.

Chief Executive

Cabinet Membership:

K Mills	Leader of the Council
J L Pout	Deputy Leader of the Council and Portfolio Holder for Transport, Licensing and Environmental Services
E A Biggs	Portfolio Holder for Planning and Built Environment
S B Blair	Portfolio Holder for Finance, Governance, Climate Change and Environment
P M Brivio	Portfolio Holder for Housing, Skills and Education
C D Zosseder	Portfolio Holder for Community and Corporate Property

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST** (Page 4)

To receive any declarations of interest from Members in respect of business to be transacted on the agenda.

3 **RECORD OF DECISIONS** (Pages 5-14)

The decisions of the meeting of the Cabinet held on 2 December 2024 numbered

CAB 59 to CAB 68 (inclusive) are attached.

ISSUES ARISING FROM OVERVIEW AND SCRUTINY OR OTHER COMMITTEES

To consider any issues arising from Overview and Scrutiny or other Committees not specifically detailed elsewhere on the agenda.

EXECUTIVE - KEY DECISIONS

4 **TIDES LEISURE CENTRE** (Pages 15-44)

To consider the attached report of the Strategic Director (Place and Environment).

Responsibility: Portfolio Holder for Community and Corporate Property

5 **EXCLUSION OF THE PRESS AND PUBLIC** (Page 45)

The recommendation is attached.

MATTERS WHICH THE MANAGEMENT TEAM SUGGESTS SHOULD BE CONSIDERED IN PRIVATE AS THE REPORT CONTAINS EXEMPT INFORMATION AS DEFINED WITHIN PART 1 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AS INDICATED AND IN RESPECT OF WHICH THE PROPER OFFICER CONSIDERS THAT THE PUBLIC INTEREST IN MAINTAINING THE EXEMPTION OUTWEIGHS THE PUBLIC INTEREST IN DISCLOSING THE INFORMATION

EXECUTIVE - KEY DECISIONS

6 **TIDES LEISURE CENTRE - REVIEW OF INTERIM OPERATING ARRANGEMENTS** (Pages 46-53)

To consider the attached report of the Strategic Director (Place and Environment).

Responsibility: Portfolio Holder for Community and Corporate Property

7 **APPOINTMENT OF PROFESSIONAL CONSULTANTS FOR PROPOSED REDEVELOPMENT OF ALBANY PLACE CAR PARK, DOVER FOR AFFORDABLE HOUSING** (Pages 54-61)

To consider the attached report of the Head of Housing.

Responsibility: Portfolio Holder for Housing, Skills and Education

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Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.



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Our ref: KBS/CABRCD
Your ref:
Date: 4 December 2024

TO: ALL MEMBERS OF THE COUNCIL

Dear Councillor

CABINET: RECORD OF DECISIONS

Please find attached the Record of Decisions of the Cabinet meeting held on Monday, 2 December 2024. Unless otherwise indicated within the schedule, these decisions may be called in for scrutiny, provided notice is given to me in writing by **10.00am on Tuesday, 10 December 2024.**

The call-in procedures are set out at paragraph 18 of the Overview and Scrutiny Procedure Rules. Call-in may be activated by the Chairman of the Overview and Scrutiny Committee, the Controlling Group Spokesperson of the Overview and Scrutiny Committee or any three non-executive Members. The reasons for calling in an item must be given.

Yours sincerely

A handwritten signature in cursive script that reads "Kate Batty-Smith". Below the signature is a short horizontal line.

Kate Batty-Smith
Democratic Services Officer

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Record of the decisions of the meeting of the **CABINET** held at the Council Offices, Whitfield on Monday, 2 December 2024 at 6.00 pm

Present:

Chairman: Councillor K Mills

Councillors: J L Pout
E A Biggs
S B Blair
C D Zosseder

Also Present: Councillor T J Bartlett
Councillor M Bates
Councillor D R Friend
Councillor N S Kenton
Councillor O C de R Richardson
Councillor C A Vinson

Officers: Chief Executive
Strategic Director (Finance and Housing)
Strategic Director (Place and Environment)
Head of Housing
Head of Place and Growth
Head of Property Assets
Community Development Manager
Principal Facilities Management Officer
Senior Housing Policy Officer
Housing Policy Officer
Community Development Support Officer
Democratic Services Officer

The formal decisions of the executive are detailed in the following schedule.

Record of Decisions: Executive Functions

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 59 2.12.24 Open Key Decisions No Call-in to apply Yes Implementation Date 10 December 2024	<u>APOLOGIES</u> It was noted that an apology for absence had been received from Councillor S M Brivio.	None.	To note any apologies for absence.	

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 60 2.12.24 Open Key Decisions No Call-in to apply Yes Implementation	<u>DECLARATIONS OF INTEREST</u> There were no declarations of interest.	None.	To note any declarations of interest.	

Date 10 December 2024				
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 61 2.12.24 Open Key Decisions No Call-in to apply Yes Implementation Date 10 December 2024	<u>RECORD OF DECISIONS</u> It was agreed that the decisions of the Cabinet meeting held on 4 November 2024, as detailed in decision numbers CAB 39 to CAB 58, be approved as a correct record and signed by the Chairman.	None.	Cabinet is required to approve the Record of Decisions of the Cabinet meeting held on 4 November 2024.	

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 62 2.12.24 Open Key Decisions Yes Call-in to apply Yes	<u>TENANT ENGAGEMENT EXPENSES AND INCENTIVES POLICY</u> It was agreed: (a) That the proposed Tenant Engagement Expenses and Incentives Policy be approved and adopted. (b) That authority be delegated to the Strategic Director (Finance and Housing), in consultation with the Portfolio Holder for Housing,	None.	The new Tenant Engagement Expenses and Incentives Policy is designed to encourage tenants to participate in engagement activities such as	

Implementation Date 10 December 2024	Skills and Education, to make minor amendments to the Policy as required.		the Tenant Consultative Group. The policy was deferred by Cabinet on 4 November 2024 in order for amendments to be made in respect of claims for care expenses.	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 63 2.12.24 Open Key Decisions Yes Call-in to apply Yes Implementation Date 10 December 2024	<u>PLAYZONES PROJECT - UPGRADING OF MULTI-USE GAMES AREAS ACROSS DISTRICT</u> It was agreed: <ul style="list-style-type: none"> (a) That the upgrade project proposals (including funding and costing clarifications, size adaptations, surface types and site management) for the four proposed multi-use sites, working with the Football Foundation as partner and principal funder, be approved. (b) That the Head of Place and Growth be authorised, in consultation with the Portfolio Holder for Community and Corporate Property, to take all necessary decisions and actions to maintain related project momentum and deliver these multi-use games areas. (c) That the allocation of Section 106 funds to match-fund the project 	None.	Under the PlayZones initiative launched by the Football Foundation, the Council has received funding to upgrade four of its multi-use games areas. Working closely with the Foundation, which has recognised the district as a priority area, and	

	from developer contributions, as listed in Appendix 1 to the report, be approved.		community groups, the areas will be upgraded to provide modern and safe facilities for recreational sport.	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
<p>CAB 64 2.12.24 Open</p> <p>Key Decisions Yes</p> <p>Call-in to apply Yes</p> <p>Implementation Date 10 December 2024</p>	<p><u>HOMELESSNESS AND ROUGH SLEEPING STRATEGY</u></p> <p>It was agreed:</p> <p>(a) That the proposed Homelessness and Rough Sleeping Strategy 2025-2030 be approved and adopted.</p> <p>(b) That the Strategic Director (Finance and Housing) be authorised, in consultation with the Portfolio Holder for Housing, Skills and Education, to make minor amendments to the Strategy as required.</p>	None.	<p>Homelessness is a nationwide problem and the cost to local authorities of providing temporary accommodation is rising rapidly.</p> <p>The Council's current strategy will expire in 2025 and, under the Homelessness Act 2002, the Council is required to produce a new one to cover the next 5 years to 2030.</p>	

Decision Status	Record of Decision	Alternative options considered and	Reasons for Decision	Conflicts of interest (if any) declared by
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		rejected (if any)		decision maker(s) or consultees (if any)
<p>CAB 65 2.12.24 Open</p> <p>Key Decisions Yes</p> <p>Call-in to apply Yes</p> <p>Implementation Date 10 December 2024</p>	<p><u>ADOPTION OF ANTI-SOCIAL BEHAVIOUR POLICY</u></p> <p>It was agreed:</p> <p>(a) That the proposed Anti-Social Behaviour Policy be approved and adopted.</p> <p>(b) That the Strategic Director (Finance and Housing) be authorised, in consultation with the Portfolio Holder for Housing, Skills and Education, to make minor amendments to the Policy as required.</p>	None.	<p>Anti-Social Behaviour (ASB) encompasses a wide range of behaviour that can cause nuisance and harm to others and property.</p> <p>As a social landlord, the Council is required to have an ASB policy in place. The existing policy is outdated and needs amending to reflect legislative and regulatory changes.</p>	

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
<p>CAB 66 2.12.24 Open</p> <p>Key Decisions No</p> <p>Call-in to apply</p>	<p><u>APPOINTMENT OF SANDWICH PORT AND HAVEN COMMISSIONERS</u></p> <p>It was agreed:</p> <p>(a) That a Selection Panel be established comprising a member of the Cabinet, a member of the Corporate Management Team and the clerk to the Sandwich Port and Haven Commissioners (or, if</p>	Not to defer the appointment of the two DDC-nominated commissioner positions.	The Council is required by legislation to appoint eight commissioners to the Sandwich Port and Haven Commission which	

<p>Yes</p> <p>Implementation Date 10 December 2024</p>	<p>deemed more appropriate, a member of the Sandwich Port and Haven Commission) to interview applicants for the vacant independent commissioner positions and make recommendations for appointment.</p> <p>(b) That the appointment of the two DDC-nominated commissioners be deferred until the completion of the independent commissioner recruitment exercise in case suitable candidates are identified through that process.</p> <p>(c) That the Chief Executive, in consultation with the Leader of the Council, be authorised to make the final appointments for the vacant independent commissioner positions on the Sandwich Port and Haven Commission, having given consideration to the recommendations of the Selection Panel.</p>		<p>is responsible for managing the port and river at Sandwich.</p> <p>Four independent and two Council-nominated commissioner positions will fall vacant in February 2025. Cabinet is therefore requested to approve the recruitment process for the four independent commissioners and to make a decision regarding the two Council-nominated commissioners.</p>	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
<p>CAB 67 2.12.24 Open</p> <p>Key Decisions No</p> <p>Call-in to apply</p>	<p><u>EXCLUSION OF THE PRESS AND PUBLIC</u></p> <p>That, in accordance with the provisions of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and the public be excluded during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972.</p>	<p>None.</p>		

Yes				
Implementation Date Immediate				

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 68 2.12.24 Exempt Key Decisions Yes Call-in to apply Yes Implementation Date 10 December 2024	<u>CONTRACT FOR CLEANING AND ROUTINE MAINTENANCE OF PUBLIC CONVENIENCES AND LOCKING/UNLOCKING OF OTHER COUNCIL ASSETS</u> It was agreed that the existing contract for the cleaning and routine maintenance of public conveniences and the locking and unlocking of other Council assets, currently held by Monitor Cleaning Services Ltd, be extended by one year.	None.	The current contract with Monitor Cleaning Services Ltd will expire on 31 March 2025. There is provision within the contract to extend it for two further years. It is proposed to extend the contract for an additional year until 31 March 2026 to ensure continuity of service and to allow a review of options to be undertaken.	

The meeting ended at 6.28 pm

Subject:	TIDES LEISURE CENTRE
Meeting and Date:	Cabinet – 13 January 2025
Report of:	Roger Walton, Strategic Director (Place and Environment)
Portfolio Holder:	Councillor Charlotte Zosseder, Portfolio Holder for Community and Corporate Property
Decision Type:	Key Decision
Classification:	Unrestricted

Purpose of the report: To seek Members' agreement to progress construction to RIBA Stage 3 & 4 and to start tendering for management of the new Deal Leisure Centre.

Recommendation: Cabinet is asked:

1. To approve proceeding to RIBA Stage 3 and 4 development of the Six Lane Pool Option, funded by up to £1,068,000 already included in the capital programme funding.
2. To delegate authority to the Strategic Director (Place and Environment), in consultation with the Portfolio Holder for Community and Corporate Property, to take all necessary steps to progress RIBA Stage 3 and 4, including tendering the contract to manage the new Deal Leisure Centre.
3. To note and consider a separate report to Members on the review of interim operating arrangements for Tides, and their costs, during construction work.

1. Summary

1.1 This report addresses two main issues to be resolved to progress the Deal Leisure Centre (DLC) project. They are:

(a) the preferred facilities mix of the new DLC:

The six-lane pool option has been developed to more a detailed feasibility stage (RIBA Stage 2). It provides the same core facility mix as reported in July 2024, however, the pool size has increased from five to six lanes with inflatable fun opportunities, it has Sport England pool depth, and proposals now include a toddler splash pad which has helped improved the business plan. The project could potentially be complete by Summer 2027.

(b) the future operator of new DLC.

Five management options have been considered for the new Deal Leisure Centre. Each option has been evaluated against twelve criteria including financial return, level of risk transfer, alignment with Council's

strategic priorities and set-up costs. Outsourcing to a leisure operator has been identified as the most appropriate option.

1.2 This report will consider the Facilities Mix in terms of the following headings:

Costs and Viability	Identification and Evaluation of Options
Public Engagement	Next Steps and Milestones
Member Involvement	Risks
Management Options	Resource implications
Operations Contract Length	

2. The Facilities Mix

2.1 Working with Alliance Leisure Services & Pellikaan Construction, a review has been undertaken of the facilities mix focusing on the construction costs, income and viability. The two options are:

- (a) a 5 lane pool with no splash pad and 80 health and fitness stations versus;
- (b) a six lane pool with inflatable fun opportunities, a splash pad, and 100 health and fitness stations

These options are set out more fully in Table 1 - Facility Mix:

TABLE 1 – Facility Mix

Activity Areas	Existing	ALS 5 Lane Pool	ALS 6 Lane Pool
Indoor tennis centre	Retained in situ	Retained in situ	Retained in situ
4 court sports hall	Retained in situ	Retained in situ	Retained in situ
Main pool	Wave pool with beach area	5 lane 25m pool	6 lane 25m pool
Leisure water/splash pad	Small pools and 1 x body slides	None	Splash Pad
Sauna & steam room	Sauna and steam	None	None
Health and fitness	40 Stations	80 stations	100 stations
Toning Studio	None	16 x toning tables	16 x toning tables
Multi activity studio	None	2 x studios (24 persons per class)	2 x studios (24 persons per class)
Spin studio	None	1 x studio (25 persons per class)	1 x studio (25 persons per class)
Café (150 seats) with poolside viewing	Capacity for 100 people	Capacity for 62 people	Capacity for 62 people
Estimated lifespan		50 years	50 years

2.2 To accommodate the proposed six lane pool with a toddler splash pad, the new build area would have to be increased to approximately 2,537 square metres which is 75 square metres over and above that was reported in July 2024 on the 5-lane pool base scheme. See Appendix 4 for more details on RIBA Stage 2 design.

3. Costs and Viability

3.1 The six-lane pool option, with an additional lane and splash pad is expected to generate more income, strengthening the business case and making this option more financially viable than the five lane pool option. The funding gap has reduced from £3m to deliver a five-lane pool to £900k to deliver a six pool.

3.2 The table below shows how the project will be financed and the pressure on the General Fund.

TABLE 2 – RIBA Stage 2 Cost Plan

RIBA STAGE 2 COST PLAN	July 2024 ALS 5 Lane Pool	Dec 2024 5 Lane Pool Proposal	Dec 2024 6 Lane Pool Proposal
Total estimated project cost	19,200,000	19,963,324	20,407,150
Less existing Capital Plan Allocation	4,400,000	4,400,000	4,400,000
Capital plan allocation 2025/26	1,500,000	1,500,000	1,500,000
Total funding required	13,300,000	14,063,324	14,507,150
Additional funding required to be financed by 50-year 5.05% annuity loan	13,300,000	14,063,324	14,507,150
Annual cost of annuity loan	760,000	805,000	830,000
Less Improvement in revenue available to fund borrowing (1) See below	650,000	650,000	750,000
Net Annual Budget pressure	110,000	155,000	80,000
Current Net Revenue	(250,000)	(250,000)	(250,000)
Forecast Net Revenue (subject to confirmation at tender)	400,000	400,000	500,000

3.3 It is clear from the table that, based on the costs of a 50-year annuity loan at 5.05%, the additional revenue arising from the introduction of an additional lane and a splash pad provide greater viability and a smaller annual revenue budget pressure of £80k.

3.4 Sensitivity analysis indicates that a reduction in interest rates of 1% would reduce the annual budget pressures by £105k, and an increase of 1% would increase them by £230k per annum. Please see paragraph 3.3.2 of the Cabinet report for the 29 July 2024 for the sensitivity analysis for the 5-lane pool costing £19.2m.

4. Public Engagement

4.1 From 23 September 2024, nine events were held over a four-week period across Deal & Dover at different venues, times and days of the week. Design workshops were delivered with accessibility groups and swimming clubs. Over 200 stakeholders were contacted, and the Council received 977 completed online surveys and 979 face to face discussions. 69% of respondents supports the construction of a new leisure centre and 63% of respondents indicate they are very likely/likely to use the new leisure centre.

4.2 There was interest across all ages with users and non-users of Tides Leisure Pool. A recurring theme included disappointment that the Council is not proposing to replace the beach pool with slides. There was widespread recognition that provision for young children was very important.

- 4.3 Some participants expressed preference for Deal Leisure centre to provide a different offer to Dover District Leisure Centre. But there is also strong support for lane swimming provision in Deal, particularly from swimming clubs such as Deal Tri & Dover Lifeguards and local residents who struggle to get sufficient lane time at Dover District Leisure Centre. However, testing of the increased pool size with seasonal inflatable fun and a possible new splash pad was welcomed and generally supported.
- 4.4 For more details on public engagement & feedback, see Appendix 1 - Public Engagement Summary Report.

5. Member Involvement/Project Governance

- 5.1 Member engagement and briefing on the project has been extensive. The full list of reports presented to Members is provided in the Background Papers with further details set out in Appendix 2 – Historic Project Background.
- 5.2 In addition, a Project Advisory Group (PAG) has operated to provide more detailed feedback and engagement from Members.
- 5.3 The Project Advisory Group have reviewed and discussed project progress with officers and the consultant team. Members have provided their input and unanimously confirmed that the six-lane pool option was preferred. PAG agreed to recommend this option to Cabinet Members.
- 5.4 PAG acknowledged the ongoing deterioration of the Tides Leisure Pool has driven the need to close the pool by 31 March 2025 (in line with Your Leisure Ltd lease ending) unless it is closed sooner by a forced unplanned closure. The gym, which is located inside the pool building will also close on 31 March 2025. The consequence of the pool and gym closure is discussed in a separate report to Members to review interim operating arrangements.

6. Management Options

- 6.1 Five management options have been considered:
- A. Outsourcing to a leisure operator
 - B. In-house management
 - C. Establishing a local authority trading company (Teckal)
 - D. Establishing a new leisure trust
 - E. Asset transfer.
- 6.2 The options were each evaluated against 12 criteria covering issues such as likely financial return, level of risk transfer, alignment with Council's strategic priorities and set-up costs.
- 6.3 Overall, Option A (outsourcing) was identified as the most appropriate route because it offers the best balance of financial return and transfer of operational and asset risk, while maintaining publicly accessible facilities and protecting the centre from future budget cuts. In addition, it offers the opportunity for a future combined Council leisure management contract with Dover District Leisure Centre (DDLCC).
- 6.4 Option B (in-house) would be expensive and operationally challenging to implement and would also offer the weakest financial return. Options C and D would similarly be expensive and time consuming to set up and would not deliver as strong a financial return

as Option A. Option E, while being a relatively simple option to implement, would mean that the Council would lose almost all strategic and operational control over the centre.

7. Operations Contract Length and Timetable

7.1 The two key factors in considering contract length have been aligning the contracts for Dover District Leisure Centre (DDLC) and Deal Leisure Centre (DLC) into a single contract when the DDLC contract expires and offering a contract for the DLC long enough to maximise potential interest from the market.

7.2 In brief, the options are to offer a 14 year contract for DLC or a 7 year contract. However, both options have a number of variables as set out below. The key differences between the options are in bold and underlined.

7.3 Contract One: The 14 years option from January 2026 to March 2040.

- The new operator would manage the Indoor Tennis Centre (ITC) and sports hall only for a period of 16 months until the new Deal Leisure Centre is complete (May 2027)
- The new operator would manage the full DLC from May 2027 until contract expiry in March **2040 (12 years, 11 months)**
- The contract for DDLC would **not be extended** and would expire in March **2030**
- A new 10-year contract for DDLC would be procured to run from April 2030 to March 2040
- Following this, a new single leisure management contract (DDLC and DLC) could be procured to run from April **2040**.

7.4 Contract Two: The 7 years option from January 2026 to March 2033.

- The new operator would manage the ITC and sports hall only for a period of 16 months until the new Deal Leisure is complete (May 2027)
- The new operator would manage the full Deal Leisure Centre from May 2027 until contract expiry in March **2033 (5 years, 11 months)**
- The contract for DDLC would be **extended by 3 years** and would expire in March **2033**
- Following this, a new single leisure management contract (DDC and Deal Leisure Centre) could be procured to run from April **2033** or otherwise.

7.5 Although a single contract won't be achieved until 2040, Contract one was selected as the preferred route because the length of contract is more attractive to the market and is likely to generate more competition and a better financial result for DDC.

7.6 Subject to Member approval, the operator procurement process is scheduled to start in January 2025 and conclude with contract commencement in January 2026. A more detailed timescale is provided at Appendix 3.

7.7 The interim period between the current operator lease ending and a new contract starting equates to nine months. This unusual timeframe arises from the continued review of project development & programme that initiated over seven years ago as detailed in Appendix 3 of this report. As a result of this, and since July 2024, Members are now presented with proposals for a new Deal Leisure Centre comprising of increased facilities with a significantly improved business case delivering better value for residents in Deal and the wider district. It is worth noting it is not possible to tender the operation for a new Deal Leisure Centre any sooner than is programmed and set out in Appendix 3.

8. Identification of Options

8.1 Option one – To proceed to RIBA Stage 3 & 4 development of the Six Lane Pool Option.

8.2 Option two - To proceed to RIBA Stage 3 & 4 development of the Five Lane Pool Option

8.3 Option three – To not progress the project and accept that the Tides Leisure Centre will close at the end of its economically viable life.

9 Evaluation of Options

9.1 Option 1 – Recommended. To proceed to RIBA Stage 3 & 4 development of the Six Lane Pool Option and to progress tendering the contract to manage the new Deal Leisure Centre.

9.2 As shown in TABLE 2, this option is both the most economically viable, provides the best mix of facilities and most closely meets Member and public aspirations. The additional delegated authority helps to ensure project momentum and expediate delivery within the indicative ambitious project programme. For these reasons this is the preferred option and requires £1,068,000 to progress to RIBA stages 3 and 4.

9.3 Option 2 – Not Recommended. To proceed to RIBA Stage 3 & 4 development of the Five Lane Pool Option

9.4 Although more modest in size and facilities, the lower range mix of facilities is expected to reduce income and therefore this option is less financially viable. For this reason, this is not a preferred option.

9.5 Option 3 – Not Recommended. To not progress the project.

9.6 This option would entail the likely early closure and demolition of Tides with no replacement. Although this would avoid committing significant capital resources and additional revenue pressures it does not meet Member and public aspirations and is not the recommended option.

10. Next Steps

10.1 The next immediate steps required are as follows:

- RIBA Stage 3 - design which involves progressing with a planning application submission based on the developed Stage 3 design.
- RIBA Stage 4 - design and undertake costing exercise to achieve a fixed construction cost.
- Agree what, if any, arrangements are made for Tides during the period of construction. This is the subject of a separate RESTRICTED report.
- Proceed with the operator tender procurement exercise for future long-term management & operations of Deal Leisure Centre, contract commencing from January 2026.
- Engage with, cross-party, Tides Project Advisory Group.
- Reported to Cabinet with findings and recommendations in Autumn 2025.

10.2 If the project proceeds, the key project milestones will be:

- RIBA Stage 3 – January 2025 to May 2025

- Planning Application Submission – May 2025
- Planning Award – September 2025
- RIBA Stage 4 & Pricing – May to October 2025
- Cabinet decision to proceed – October 2025
- Lead In/Enabling – November 2025
- Demolition of existing Tides LC – December 2025 to January 2026
- Start of new leisure management contract – January 2026
- Construction of new Deal LC – February 2026 to May 2027

11. Risks

- 11.1 As reported to Cabinet previously, there are several risks associated with the project which will require appropriate management and mitigation where possible. The main risks are updated below.
- 11.2 The bids from potential operators are not high enough and so the net improvement in the financing is not sufficient to support the required borrowing, leaving either an additional revenue pressure, or consuming more of the existing, and limited, capital resources.
- 11.3 Borrowing costs increase or at least stay high.
- 11.4 The tenders for the build are greater than anticipated.
- 11.5 Working on an existing building is inherently risky, as it isn't always possible to understand the exact condition of capability of the existing structure until elements are exposed and tested.
- 11.6 There is likely to be asbestos requiring removal as part of the demolition exercise. A full asbestos survey is not possible until the existing building is closed, therefore this risk can't be fully mitigated until works commence.
- 11.7 The existing building is nearing the end of its useful life and is certainly incredibly inefficient in terms of energy use. It is a significant risk keeping the building open and in operation as plant and structural failures are likely.
- 11.8 Ground/ site conditions and potential split-level buildings are a risk which includes cut and fill and general remodelling of the site along with demolition works as it isn't clear or involves a straightforward process until works commence.

12. Resource Implications

- 12.1 To date, c£1.5m has been spent on project investigations and undertaking essential repairs and maintenance. If approved, the Council will be committing to spend a further £1,068.00 to progress the project to RIBA Stages 3 and 4.
- 12.2 If the project proceeds to completion, then, based on current estimated costs the Council will commit to a project of £20.4m. £4.4m has already been allocated from the capital programme, with a further £1.5m being committed from the Capital plan allocation 2025/26 leaving £14.5m to be funded from borrowing. The projected improvement in the revenue position of £750k arising from a saving in £250k support to Your Leisure and a forecast £500k payment from the appointed new Deal Leisure Centre operator will finance £13.6m of the loan leaving a budget pressure to fund the remaining £0.9m of the loan.

- 12.3 In considering the finance implications Members should be aware that the General Fund revenue budget is under pressure and that capital resources are already heavily depleted.

13. Climate Change and Environmental Implications

- 13.1 RIBA Stage 2 design has commenced with the achieving BREEAM credits to achieve a “Very Good” rating. The credit targets and collation will continue throughout the project. ‘Passivhaus’ principles approach will continue to be taken, ensuring high levels of airtightness and correct material choices to help insulate relevant spaces, amongst other ‘Passive-principles.
- 13.2 The M&E consultant (CGP), has set out environmental and sustainable features within their Stage 2 report, incorporating sustainable features such as:
- a) Photovoltaic Panels (PV)
 - b) Air Source Heat Pumps (ASHP)
 - c) Electronic car charging points (EV).
 - d) LED lighting throughout.

14. Corporate Implications

- 14.1 Comment from the Director of Finance (linked to the MTFP): Members are reminded that the Council's revenue and capital resources are under pressure and so they will wish to assure themselves that all proposals progress the Council's priorities, are the best option available and will deliver value for money.
- 14.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comment to make.
- 14.3 Comment from the Equalities Officer: This report seeking to approve the allocation up to £1,068,504 from the Tides Replacement capital project and confirm agreement to proceed with RIBA Stage 3 & 4 development of the proposed Six Lane Pool Option with toddler splash pad does not specifically highlight any equality implications. In discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>
- 14.4 Other Officers (as appropriate):

15. Appendices

Appendix 1 – Public Engagement Summary Report

Appendix 2 – Historic Project Background

Appendix 3 – Operator Contract Procurement Timetable

Appendix 4 – RIBA Stage 2 Design

16. Background Papers

- 13 January 2025 - Tides Leisure Centre - Review of Interim Operating Arrangements
Previous Cabinet Papers: -
- 29 July 2024 – Tides Leisure Centre
- 6 November 2023 – Tides Leisure Centre.

- July 2022 – Tides Leisure Centre.
- February 2020 – Tides Leisure Centre.
- 2 July 2018 – Tides Leisure Centre.
- Budget 2024/25 and Medium-Term Financial Plan 2024/25 – 2027/28.

Contact Officer: Laura Corby, Strategic Project Manager
 Vicky Scott, Project Manager

Appendix 1

Deal Leisure Centre Project

Public Engagement Summary Report, November 2024



Index page

Page 3 - 4	Executive summary
Page 5 – 7	1.0 Background and methodology
Page 7 – 8	2.0 About the engagement programme
Page 9-12	3.0 Team Survey
Page 12	4.0 Key themes emerging from the engagement programme
Page 13	5.0 Next steps
Appendix i	Stakeholder Engagement List

Executive Summary

During the 4-week engagement period which ran from 23/09/24 – 20/10/24 the Major Projects Team held nine public engagement events and spoke to 979 people about the Deal Leisure Centre project. Data received from the 977 completed Teams Surveys informs us that our engagement programme:

- Reached a good cross section of the community both in terms of the age groups who responded and whether respondents were users of existing leisure facilities at Tides or Dover District Leisure Centre.
- 69% of respondents support the project to build a new leisure facility at Deal.
- 63% of respondents indicate that they are very likely/or likely to use the new leisure facility.
- The most popular facility mix from the proposals, in descending order, are:
 - Café
 - Water-based family friendly activities such as inflatable sessions
 - Health & fitness stations
 - Accessible changing facilities
 - 5-lane 25m swimming pool
 - Multi-activity studio(s)
 - Spin studio
 - Toning tables

Many of the families that engaged with us told us they were disappointed that our proposals meant a loss of slides and flumes as a permanent fixture at the leisure centre. Many believe that the leisure water facilities attract families from all around the district and beyond.

We also received many representations from residents at Deal that either do not use the existing centre or are members at other facilities because the centre does not offer them what they want or need.

There is support for the development of a lane swimming pool at this location from local swimming clubs and members of the public that cannot swim in the existing pool.

People told us that the existing centre is ready for an upgrade, it is tired and poorly set out.

Many of the respondents advised us that they think Deal Leisure Centre should have a different offer to Dover District Leisure Centre. The new centre should not replicate what is available at Dover.

A strong theme through all the survey responses was a wish for us to retain as many facilities for children as possible at the new centre. This sentiment was echoed in both the respondents that support the project and the ones that do not.

Disability Groups told us that they welcome the project proposals, and they will be engaged with further as detailed plans for the centre are developed.

Local swimming clubs told us that they prefer the 6-lane option as there is a shortage of available lane swimming in the district. They would like us to consider pool depth and profile as this influences the future use of the pool. For example, a water depth of 1.5m is required to teach diving skills.

1.0 Background and Methodology

1.1 Consultation – summer 2022

Proposals for a new leisure centre for Deal were first initiated in 2018 but then progress was significantly disrupted by COVID-19 as the leisure industry began to recover and rebuild. Plans were further developed in 2022 when a series of consultation events were held to share early design concepts. A report was considered by Cabinet in November 2023 to provide a project update and consider financial viability issues, when it was agreed to explore further options that might enable the project to move forward.

1.2 Further public engagement – summer/autumn 2024

A Cabinet meeting was called on 29 July 2024 to discuss this in more detail, where it was agreed that the Tides Leisure Centre Project Advisory Group be requested to review design options and consider the cost implications of increasing the lane provision from five to six lanes and of adding leisure water provision, such as a splash pad, to the proposed Alliance Leisure Services Revised New Build Scheme.

The newly developed plans look to develop a range of exciting new facilities for the area, while working to ensure the project remains affordable and deliverable.

The key proposals would see a new five-lane 25m pool, as well as new health and fitness stations, toning tables, multi activity and spin studios, and café area. The new build facilities, if approved, could potentially be delivered by summer 2027 and would be integrated with the retained existing sports hall and indoor tennis centre.

1.3 RIBA stage 2

The latest proposals have been developed to an early feasibility stage and could still be subject to change. They include plans for flexible pool provision with a five-lane pool that could be used for recreational swimming using inflatables, learning to swim and advanced training. The lane pool could also be used to facilitate leisure activities during holiday seasons with inflatable aqua fun sessions, but the latest proposals do not include a dedicated splash/leisure pool.

1.4 Next steps

Your Leisure operates Tides Leisure Centre under a lease arrangement expiring on 31 March 2025. The wet and dry side facilities would be closed for up to two years while construction is underway, however it is intended that services will be provided as far as possible in the sports hall and indoor tennis centre which are newer buildings and will not be affected or included in the new build works.

Any new build of the Deal Leisure Centre will take place on the existing site.

1.5 Aims of the public engagement:

- To carry out a planned engagement from 23 September - 20 October 2024 with a variety of stakeholders.
- To ensure shared information was factual and carefully managed so that it didn't significantly raise expectations at this early stage of the project.
- To explain what the revised proposals (following the original consultation) are for a potential new leisure centre in Deal, explaining what the layout will look like, what the proposed mix of facilities will be (compared to what's there now) and what will happen while the work is being done (what will be open, what are the alternatives in the interim).
- To explain the rationale for the proposed facility mix and how it's underpinned by the Indoor Sports Facilities Strategy and business case.

1.6 Communication channels used

- Press release issued to launch the engagement
- Web page on www.dover.gov.uk
- Microsoft Teams Survey via www.dover.gov.uk
- Your Leisure website linked to DDC's consultation page
- Keep me Posted email
- Promotional posters and postcards
- Social media (LinkedIn, Facebook, Twitter, Instagram)
- Face to face consultation in Walmer and Deal including a stand at Deal Market, Tides Leisure Centre, Dover District Leisure Centre and Deal Library
- Identified user group visits (accessibility groups and Deal networking groups)
- Community Roots Van in various locations with Community Development Officer and project officers

1.7 Engagement Period: 23 September – 20 October 2024

- Week one: Workshops at Tides (morning, afternoon, different days of the week and weekend mornings as advised by Your Leisure to meet key user groups).
- Week two: Deal Market and Deal High Street
- Week three: Dover District Leisure Centre
- Week Four: Deal Library and Tides Leisure Centre (unmanned)
- Consultation closed on 21 October to enable responses to be processed and a report to be prepared for Project Advisory Group and Cabinet Members.
- Design workshops/accessibility
- Dover District Disability Association
- Jo Highgate at Kingsdown (Headteacher) Temporary pool

1.8 Target audiences

- Regular users and non-users of Tides Leisure Centre
- Deal and Walmer residents of all ages
- Local sports groups
- Those listed in stakeholder list as appended to this plan.

2.0 About the Engagement Programme

The engagement period for the Deal Leisure Centre Project ran from 23 September until 20 October 2024.

An exhibition of the latest project visuals and information about the project scope was created to support the engagement events. A set of exhibition boards was left on permanent display at the Tides Leisure Centre throughout the 4-week period and a copy of the exhibition was also left at the Deal Library.

We communicated with 200 stakeholders representing community groups, disability groups, local interest groups, schools & nurseries, parish councils, local sports facilities and clubs, national sporting bodies, healthcare providers, Kent County Council, charities, and the Police about the project inviting them to engage with us.

2.1 Public Engagement Calendar

The project team, with help from colleagues in the Community Team, held nine public engagement events at various locations and times. In total we engaged with 979 people at these sessions. The engagement calendar below shows how many people were spoken to at each event.

Engagement Calendar		
Date	Location	Number of People Engaged
23.09.24	Tides Leisure Centre	74
26.09.24	Tides Leisure Centre	63
28.09.24	Tides Leisure Centre	77
02.10.24	Tides Leisure Centre	52
05.10.24	Deal Saturday Market	272
08.10.24	Deal High Street	98
10.10.24	Dover District Leisure Centre (am)	90
10.10.24	Dover District Leisure Centre (pm)	123
18.10.24	Deal High Street	130
		979

2.2 Targeted Engagement

In addition to the public engagement events, we held several discussions with local disability groups and local swimming clubs.

Members of the Project Team met with representatives from the Dover Disability Forum on 14 October to discuss the project proposals and get feedback on accessibility design.

A follow-up Design and Accessibility Workshop was held on 24 October with the Project Team and representatives from the Kent Association of the Blind and Dover Disability Forum to consider accessibility in the design.

The Project Team met with representatives from Deal Tri and Dover Lifeguard Club to discuss the project design proposals.

2.3 Social Media Stats

Facebook post *impressions 21,751

Reach 19,666 residents

Engagement 1047

* Impressions are the total number of times your content is displayed, whether it was clicked or not. Reach is the total number of unique users who see your content.

The Leisure Centre project was covered in the Residents' Newsletter with 6,906 coverage

Keep me Posted on Deal Leisure Centre topic – 1,881 coverage

Press Release 3,894 coverage

LinkedIn (press release) – 3798 followers

Engagements: 8

Impressions: 467

Clicks (on link): 21

Instagram – 2,225 followers

Post impressions: 1,850

Reach: 1,743 residents

Engagement: 25

Twitter – 10.2K followers

Post impressions: 2,455

Engagement: 112

Reach n/a

3.0 Team Survey

A Teams survey was hosted on our website during the engagement period to collate opinions on the project and to gauge support for the project proposals. A total of 977 completed surveys were received by the Project Team in the period. The respondents were asked a number of questions to assist project development.

1. Tell us where you live by entering your postcode?
2. What age group are you in?
3. Are you a current member of – Tides Leisure Centre, Dover District Leisure Centre or other?
4. Do you agree with/support the construction of a new Leisure Centre in Deal?
5. How likely are you to use the new Deal Leisure Centre?
6. Please explain why? (answer to question 5)
7. Which of the proposed facilities are you/your family looking forward to using?
8. When are you most likely to visit the facility?
9. What would encourage you to use the new facility?
10. Which mode of transport would you be most likely to use to visit the new Deal Leisure Centre?
11. If you have any comments on the proposed design & layout including accessibility, please provide them below?

The data from this survey has been used to identify key themes coming out of the engagement process, and the full data from the survey is appended to this report.

Working with Alliance Leisure and the IT department, the Major Project Team has launched a dedicated micro-site which is hosted on the Council's web page for the project.

3.1 Team Survey Results

The responses from the Teams Survey have been collated and downloaded into this report.

Survey for the New Deal Leisure Centre Proposals 23 September - 20 October 2024

977
Responses

10:10
Average time to complete

Active
Status

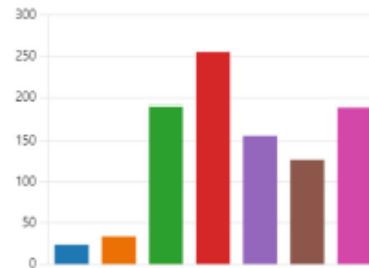
1. Tell us where you live by entering your postcode

977
Responses

Latest Responses
"CT14 7BL"
"CT6 8LJ"
"CT14 9QX"

2. What age group are you in?

Under 18	24
18-24	34
25-34	191
35-44	255
45-54	156
55-64	127
65+	190



3. Are you a current member of

Tides Leisure Centre	442
Dover District Leisure Centre	208
Other (please state)	142
Other	320



4. Do you agree with/support the construction of a new Leisure Centre in Deal?

Strongly agree	488
Agree	189
Neither agree or disagree	61
Disagree	64
Strongly disagree	175



5. How likely are you to use the new Deal Leisure Centre?

Very likely	434
Somewhat likely	181
Neither likely or unlikely	72
Unlikely	90
Very unlikely	200



6. Please explain why

884
Responses

Latest Responses

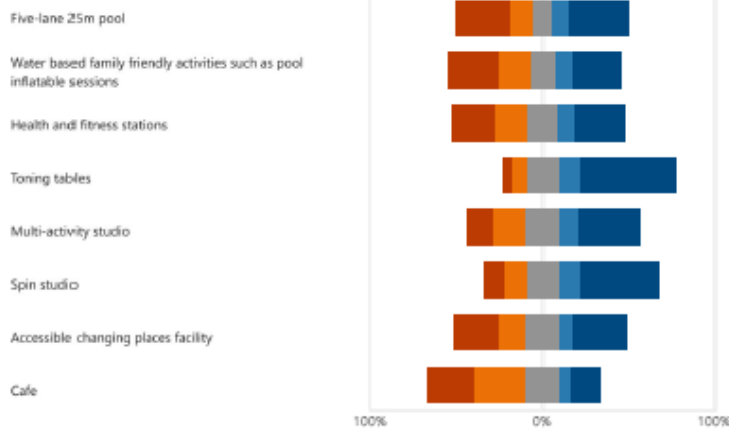
"Important to get regular exercise."

"We need a kids pool, flumes etc"

"To be able to swim. Adult swim sessions are now too busy to accommodate bo..."

7. Which of the proposed facilities are you/your family looking forward to using? (please indicate below)

Very likely Somewhat likely Neither likely nor unlikely Somewhat unlikely Very unlikely



8. When are you most likely to visit the facility?

Weekdays - early morning	287
Weekdays - daytime	390
Weekdays - evenings	361
Weekends	594
School holidays	466



9. What would encourage you to use the new facility?

904
Responses

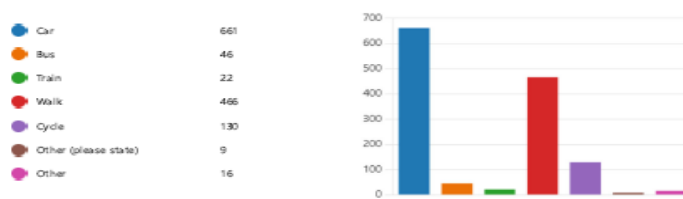
Latest Responses

"Good spin instructors, plenty of weights."

"Kids' activities"

"More space for swimming. More sessions being added to timetable. To be able ..."

10. Which mode of transport would you be most likely to use to visit the new Deal Leisure Centre?



11. If you have any comments on the proposed design & layout, including accessibility, please provide them below.

688

Responses

Latest Responses

4.0 Key emerging themes from the engagement programme

Tides Leisure Centre has been open since 1987 and the slides, flumes and beach pool are remembered fondly by parents and their children alike. As a result, the response to our engagement programme has been strong, particularly from families. The local community have shown they are interested in this project, and most people who responded to our survey support the development of a new leisure centre in Deal.

Not surprisingly, members of the public have expressed their disappointment at the loss of fixed leisure water facilities at the new centre such as the slides and flumes. We were told that families travel from outside of the district to use the beach style pool at Tides due to its unique offer. Families told us that there is not enough child friendly activities or facilities locally, and so the addition of a splash pad and pool inflatable sessions would be welcomed by future users.

There is strong support for a lane swimming pool in Deal amongst the people we spoke to. During the engagement events at the Dover District Leisure Centre, we met many people that live in Deal but travel to Whitfield for the facilities there. We also engaged with local swimming clubs based in Deal and they told us they are struggling to get enough time in the swimming pool in Whitfield due to high demand. The use of removable inflatables in the pool would allow the greatest flexibility of use whilst satisfying strategic swimming lane need.

The Project Team gave a consistent message around the project viability, scope, and the difficulties in delivering leisure centre projects in the current economic climate. In general, this message was understood by the people we spoke to although many people told us that they think the new centre at Deal should not offer the same things as the leisure centre in Whitfield.

5.0 Next Steps

A summary of findings from the engagement programme was shared with the Project Advisory Group on 7 November 2024. Following on from this, the full Communications report will be appended to the Cabinet Report to be considered on 13 January 2025.

The data collected from the survey and engagement events has been shared with the Project Team to inform the project design where relevant. Ongoing informal engagement with disability groups will be undertaken as the detailed plans emerge for the new centre.

The Project Team will update the dedicated micro-site with the latest developments relating to the project once it has been through internal governance processes. The published Frequently Asked Questions will be updated with any new questions that came out of the engagement events.

Appendices

- Stakeholder list redacted for GDPR

Appendix 2

Historic Project Background

1. As background and context to this report, Members may wish to review how this project has developed as it is now almost 7 years since Cabinet first received a report on the future of Tides Leisure Centre.
2. In September 2017 the Council appointed The Sports Consultancy in partnership with GT3 Architects, Faithful+Gould and Hadron Consulting to undertake an initial feasibility appraisal of options for delivering improvements at Tides Leisure Centre. The appraisal was intended to review the need for improvement of both wet side and health & fitness facilities by examining a range of options from refurbishment through to new build. In commissioning this study, the Council was acknowledging that with the progress then being made towards the completion of Dover District Leisure Centre project progresses focus was increasingly going to be drawn to the condition of Tides Leisure Centre.
3. This initial appraisal highlighted concerns regarding the Mechanical & Electrical (M&E) plant within the building leading to a decision between meetings (DPH04) being taken in April 2018 to allocate £50,000 of the Tides Refurbishment Provision included within the Medium-Term Financial Plan for the appointment of specialist consultants to develop an informed brief for potential contractors given concerns at the condition of some of the M&E plant.
4. In July 2018, Cabinet received a report on the appraisal and agreed that a further investigation be undertaken on two preferred options concerning the proposed Refurbishment and Extension of Tides Leisure Centre(i) creating enhanced leisure water and dry-side expansion and (ii) demolition and construction of new wet and dry facilities (excluding the sports hall and tennis centre).
5. In February 2020, Cabinet received a report on the outcome of the options appraisal study which has considered a range of options seeking to improve the facilities at Tides Leisure Centre. Members agreed the existing site was the preferred location to construct a new-build wet-side and health and fitness leisure centre. It also agreed a Project Advisory Group be established and that £500k was drawn down from the mid-term capital programme to enable the project to proceed into the next stages with an appointed lead consultant Faithful & Gould and other professional services required to support project delivery. The full report and appendices can be found at [Tides Leisure Centre Report.pdf \(dover.gov.uk\)](https://www.dover.gov.uk/tides-leisure-centre-report)
6. In March 2020, the project was paused due to the pandemic. Covid 19 significantly disrupted business, following central governments requirement to close leisure centres for several consecutive months on three occasions during March 2020 and April 2021. As the leisure industry began to recover and rebuild, further challenges arose from the war in Ukraine which caused utility costs to soar alongside the national recession that followed in the UK economy.
7. In July 2022 Cabinet received an update report considering the pandemic's impact on the leisure industry. Members considered additional options that ranged from no water pool provision to a varied range of water provision with health & fitness. It was agreed to further develop a project to construct a new build wet and health & fitness centre, using the allocation of £600,000 for Tides replacement capital project to support the next stages of delivery. It was also agreed to develop further a proposed Sustainable Strategy to help reduce carbon emissions & to appoint BAM Construction Ltd via a Direct Award under a

two-stage tender process, and the Working Project Budget of £24.88m was noted. The full report and appendices can be found at [Tides Leisure Centre Report](#).

8. In November 2023, Cabinet noted the findings from the RIBA Stage 2 detailed feasibility summary report and the challenges posed to the viability of the project by the wider economic climate. Members agreed to approve the additional spend of £20k from the existing Tides Replacement capital project to review the work undertaken to date and explore whether there are any solutions or sources of external funding that might provide a possible way forward for the project. The full report can be found at [Tides Leisure Centre Cabinet Report November 2023](#) and appendices at [Appendix 1](#), RESTRICTED Appendix 2 - RIBA Stage 2, Detailed Summary of Funding & Affordability, [Appendix 3](#)

9. At its meeting on 29 July 2024, Cabinet received a further report setting out the findings from alternative solutions to provide a possible way forward to deliver a new Deal Leisure Centre. This led to a more affordable design and delivery model being identified through working informally with a new delivery partner Alliance Leisure Services (ALS).

It was noted that ALS developed proposals with Pellikaan Construction over a three-month period. It was reported that the project capital cost of the Revised New Build scheme was estimated to be £19.2m (including DDC direct costs), a significant cost improvement to proposals previously reported to Members.

The business case considered principal assumptions & was based on funding and affordability calculations. A remaining capital funding deficit was reported, equating to £3.02m, equivalent to a revenue pressure of £167k per annum if additional borrowing is undertaken to finance the gap. While a considerable deficit remained, this option was significantly more viable, and Members agreed to proceed into the next stage of project development.

Having considered, the July 2024 report, Cabinet agreed

- a. To note options investigated to date and proceed with the proposed Alliance Leisure Services (ALS) Revised New Build Scheme.
- b. To authorise the Strategic Director (Place and Environment) to procure and contract to secure the professional services required to support the project and to appoint Alliance Leisure Services as delivery partner for the lifecycle of the project.
- c. To use £420,000 from the existing Tides Replacement Capital Project to support the next stage (RIBA Stage 2) of the project.
- d. That the Tides Leisure Centre Project Advisory Group be requested to review design options and consider the cost implications of increasing the lane provision from 5 to 6 and of adding leisure water provision to the proposed Alliance Leisure Services Revised New Build Scheme.

The full report and appendices can be found at [Tides Leisure Centre Cabinet July 2025](#)

Operator Contract Procurement Timetable

A timetable for the procurement of a new operator contract is set out in Table 1 below. The contract will be tendered under the terms of the 2023 Procurement Act, which comes into force on 24 February 2025. This act provides the Council with greater flexibility to design a process that meets its requirements; however, in overall terms, it will follow a route similar to that used for the management contract for DDLC.

Table 1: Operator Contract Procurement Timetable

No	Task	Timescale
1	Implementation of agreed transition plan for YL lease	January – March 2025
2	Preparation of Management Contract SQ & ITT documentation	January – March 2025
3	Place advertisement, issue documentation and FTS notice	31 March 2025
4	ITT period	31 March 2025 – 18 July 2025
5	Bidder clarification meetings 1	w/c 28 April 2025
6	Bidder clarification meetings 2	w/c 9 June 2025
7	ITT submission deadline	18 July 2025
8	Evaluate and score submissions (including bidder clarifications)	21 July 2025 – 5 September 2025
9	Prepare ITT evaluation report (for Cabinet)	8 September 2025 – 3 October 2025
10	Council Cabinet	w/c 6 October 2025
11	Construction commences	October 2025
12	Management contract finalisation & mobilisation	October 2025 – December 2025
13	Management contract commencement	01 January 2026



Appendix 4 Tides Leisure Centre

RIBA Stage 2 Design

December 2024

- ① Existing Tides Leisure Centre
- ② Staff Car Park (3 spaces) & Plant Access
- ③ Leisure Centre Car Park
109 spaces
+ 6 Drop off and pick up spaces
+ 6 Accessible spaces
+ 1 Motorcycle Spaces
- ④ Padel Courts
- ⑤ Deal Family Hub
- ⑥ Deal Family Hub Parking (5 spaces + 1 accessible)
- ⑦ Deal Skatepark
- ⑧ Sports Hall Building
- ⑨ Tennis Centre Building
- ⑩ 3 no. Football Pitches
- ⑪ Sub-Station
- ⑫ Old Nursery Building
- ⑬ Victoria Park



KEY:

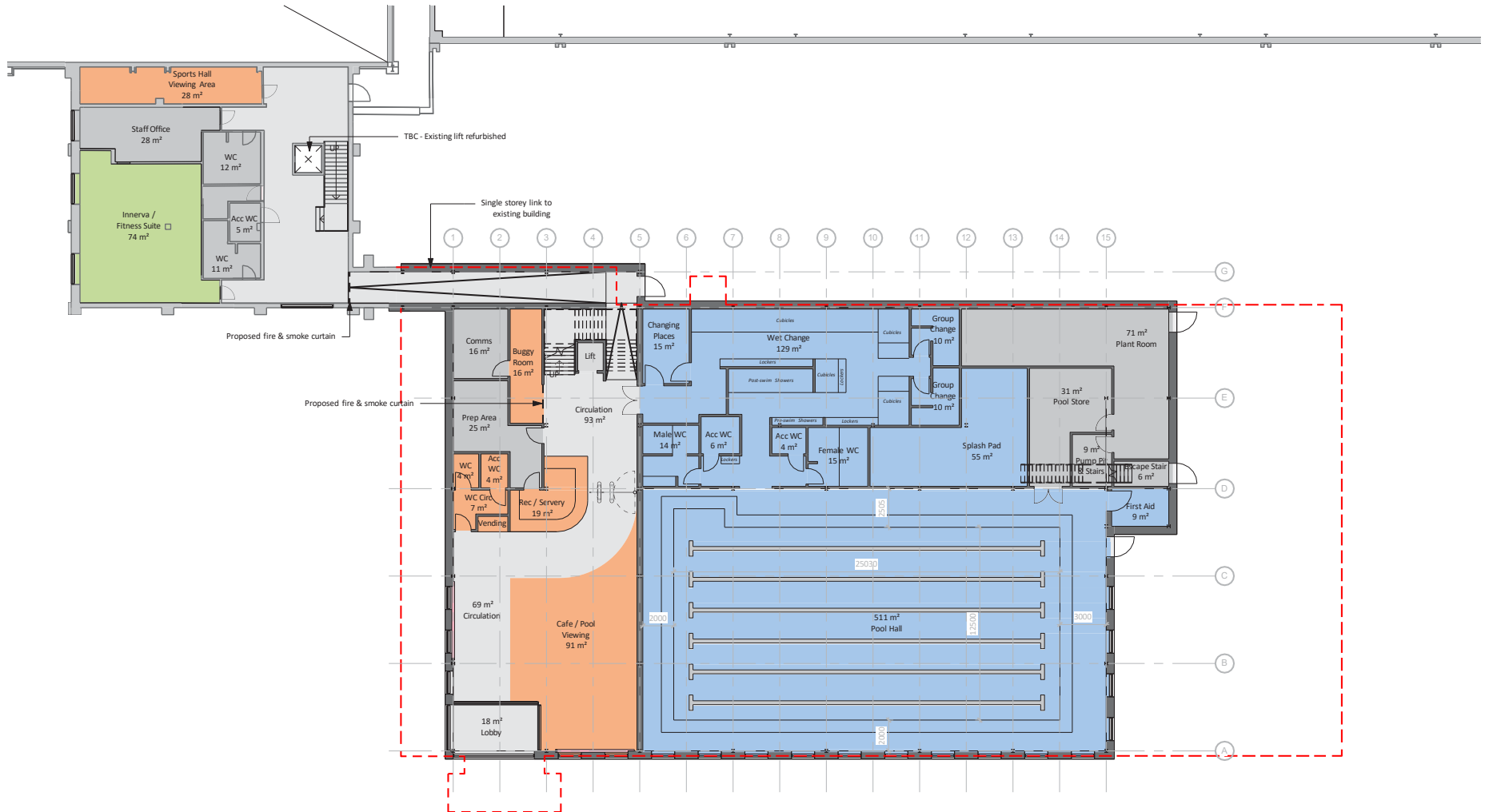


Site Boundary (TBC)

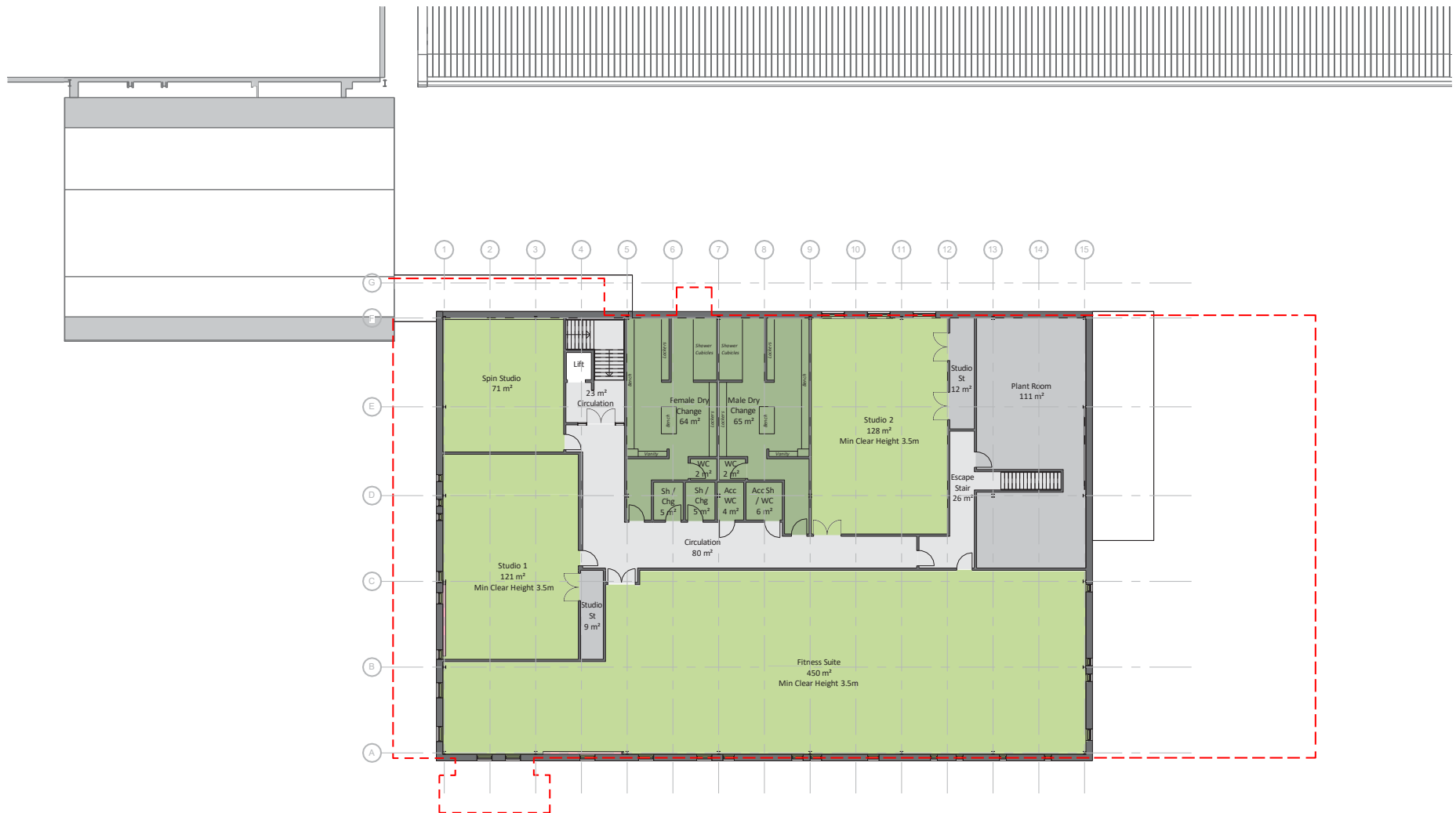
Site Access

6 LANE POOL – GROUND FLOOR

Form for further discussion of the project and the existing building. This plan is for information only. It is not a contract document. It is subject to change without notice.



6 LANE POOL FIRST FLOOR



For further information please contact:

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DOVER DISTRICT COUNCIL

NON-KEY DECISION

EXECUTIVE

CABINET – 13 JANUARY 2025

EXCLUSION OF THE PRESS AND PUBLIC

Recommendation

That, in accordance with the provisions of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the remainder of the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph of Schedule 12A of the 1972 Act set out below:

<u>Item Report</u>	<u>Paragraph Exempt</u>	<u>Reason</u>
Tides Leisure Centre – Review of Interim Operating Arrangements	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Appointment of Professional Consultants for Proposed Redevelopment of Albany Place Car Park, Dover for Affordable Housing	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item No 7

Document is Restricted