

## THE REEF – SHERINGHAM

**Summary:** The aim of this report is to identify key findings from the review carried out following the completion of The Reef.

**Conclusions:** The main conclusion of this report is the following:

- The project was completed in a timely fashion despite supply chain issues caused by the pandemic.
- Circa £100k slippage on £12.7 million - reported to Overview and Scrutiny committee in July 2021 – ([Home | Agenda for Overview & Scrutiny Committee on Wednesday, 14th July, 2021, 9.30 am \(north-norfolk.gov.uk\)](#))
- Delivered a facility fit for purpose
- Membership has exceeded expectations; it has tripled since the closure of splash.

**Recommendations:** It is recommended that Overview and Scrutiny resolve to:

**Note the lessons learnt log (Attached at appendix A) for future projects and ensure consistent management through lifetime of project**

**Reasons for Recommendations:** Prepared at the request of the committee.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

*(Papers relied on to write the report, which do not contain exempt information, and which are not published elsewhere)*

Cabinet Member(s): Cllr V Gay	Ward(s) affected: Sheringham South
Contact Officer, telephone number and email: Erika Temple, 01263 516252 <a href="mailto:erika.temple@north-norfolk.gov.uk">erika.temple@north-norfolk.gov.uk</a>	

## 1. Introduction

- 1.1 In 2015 the Council's Indoor Leisure Facility Study stated that the modernisation or re-provision of the Splash Centre at Sheringham was the greatest priority to meet the council's requirements for a healthy lifestyle. It also stated that Splash was in an area of the district where there is the greatest demand for swimming.
- 1.2 It was agreed that further investigation was required to determine whether a leisure/conventional configuration, or hybrid configuration was required to meet the needs of residents and tourists and that further work would be needed to determine the value for money of a new build vs modernisation of the existing facility.
- 1.3 Timeline of events

Construction of new facility	Oct 2019 – Nov 2021
Handover of new facility	Nov 2021
Opening of new facility to public	November 2021
Demolition of old Facility	March 2020
Covid impact	March 2020 – May 2020
Official opening of new facility	April 2022

## 2. Next Steps

- 2.1 FMG completed a feasibility study which was presented to Cabinet in October 2017, this established that the refurbishment of the existing Splash did not offer the Council value for money.
- 2.2 FMG were asked to produce a business case for re-provision of a wet facility. They recommended a design and facility mix that would provide a wider range of flexible facilities that would offer the local population a far greater programme of wide-ranging health and wellbeing activities, with improved access and availability. It was estimated at that time that a new facility would cost £10.7m. The business case became the basis of a paper to Full Council in December 2017 ([CouncilAgenda19December2017.pdf \(north-norfolk.gov.uk\)](#)), at which point the project and its funding were approved.
- 2.3 Following a change of administration of the Council in May 2019 a review of the project and its budget was undertaken. Additional costs had been accrued during the implementation of the enabling works (due to ground condition improvement and related matters). At the construction contract stage, tenders were received as values exceeding the anticipated budget, despite extensive value engineering exercises having been undertaken and resulted in a request for additional funds (of approximately £2.5m). Approval of this budget, in total £12,607,139 to allow the project to continue was agreed at Full Council in July 2019 ([Home | Agenda for Council on Wednesday, 24th July, 2019, 6.00 pm \(north-norfolk.gov.uk\)](#))
- 2.4 The aim of the project was to build a new, high quality leisure centre, within the agreed capital budget, that would meet the health and wellbeing needs of the local population, whilst providing an attraction to younger people, learner swimmers and leisure visitors. This aim was achieved, and the result is a fully

functioning centre where membership has exceeded expectation, tripling since the closure of Splash and re-opening of The Reef.

### **3. Corporate Plan Objectives**

3.1 Quality of Life: the Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

3.2 5.5.1 of the Corporate Plan, Delivery Plan – Develop the new leisure centre to replace the Splash, to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:

- Encourage people to lead and maintain active and healthy lifestyles
- Provide a range of modern and innovative fitness equipment accessible to all
- Encourage the development of physical activity programmes oriented to the needs of all sections of the local community
- Introduce even the youngest residents to fun and beneficial leisure activities
- Provide opportunities to address specific health conditions (e.g., via social prescribing)

### **4. Medium Term Financial Strategy**

4.1 No direct consequence

### **5. Financial and Resource Implications**

5.1. £12.7 million – circa £100k slippage.

### **6. Legal Implications**

6.1 No legal implications identified

### **7. Risks (identified by the review)**

- Appropriate stakeholders not included from the outset of the project
- Internal expertise not utilised
- Delay in contract being awarded, awaiting outcome of leisure provider contract led to unnecessary delay
- Responsible officer for lifetime of the project

### **8. Sustainability**

The new facility was designed to be as energy efficient as possible, aiming to meet the strict environmental legislative requirements for a building of this type.

Energy saving measures incorporated in the design include:

- building heating from air source heat pumps (air source heat pumps extract heat from the air and convert it to low grade heat for space heating)
- state of the art windows and doors to prevent heat loss

- high performance insulation for hot water pipework
- hot water heated by solar thermal collectors
- LED energy saving lights
- presence and absence detection lights for areas with limited use

Much of the energy consumed by the facility is due to the high hot water demand. Alongside the use of conventional heating methods, the design included solar thermal to help heat the water at the facility. Solar thermal uses energy from the sun to directly heat water. The hot water produced will be used for the showers and pool. To ensure hot water is supplied efficiently, insulation will be applied to the whole length of the circulation pipework. In addition, low flow water fittings have been used throughout to minimise water consumption and reduce the energy needed to generate hot water.

## **9. Climate / Carbon impact**

- 9.1. The energy efficiency technologies were set up by a sub-contractor when installed. However, the leisure provider amended the settings for what they believe will provide the best results, in October 2022. In view of this, it is too early to give accurate feedback on energy, running costs and sustainability of the site and the leisure provider has stated that they would like to have a full twelve months (from them setting the system up) before providing this feedback.

## **10. Equality and Diversity**

- 10.1. The facility is fully accessible and accommodates those with disabilities including level access into the building and through the main reception with automatic entry doors within the lobby area. The facility is wheelchair friendly for key activity spaces and has accessible toilets and changing facilities. The floor finishes, door edges and handles have been designed with appropriate contrasting colours. There are also eleven dedicated accessible car parking spaces.
- 10.2. Pool access has been approved by Sport England and a Changing Places facility provided for, within the design.

## **11. Section 17 Crime and Disorder considerations**

- 11.1. Whilst there are no s17 implications directly arising from the construction of the facility, it is recognized that active leisure plays an important role in providing an option activity for those who may otherwise be drawn into anti-social behaviour.

## **12. Conclusion and Recommendations**

The main conclusion of this report is the following:

- The project was completed in a timely fashion despite supply chain issues caused by the pandemic.

- Circa £100k slippage on 12.7 million - reported to Overview and Scrutiny committee July 2021 – ([Home | Agenda for Overview & Scrutiny Committee on Wednesday, 14th July, 2021, 9.30 am \(north-norfolk.gov.uk\)](#))
- Delivered a facility fit for purpose
- Membership has exceeded expectations; it has tripled since the closure of splash.

It is recommended that Overview and Scrutiny resolve to:

- Note the lessons learnt log (Attached at appendix A) for future projects and ensure consistent management through lifetime of project
- This report is for noting, not approval or decision