

Sporting Facility Assessment  
National Sports Centre, Crystal Palace

A Final Report

On Behalf of the Greater London Authority  
(GLA)

July 2018

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# 1: Introduction and Context

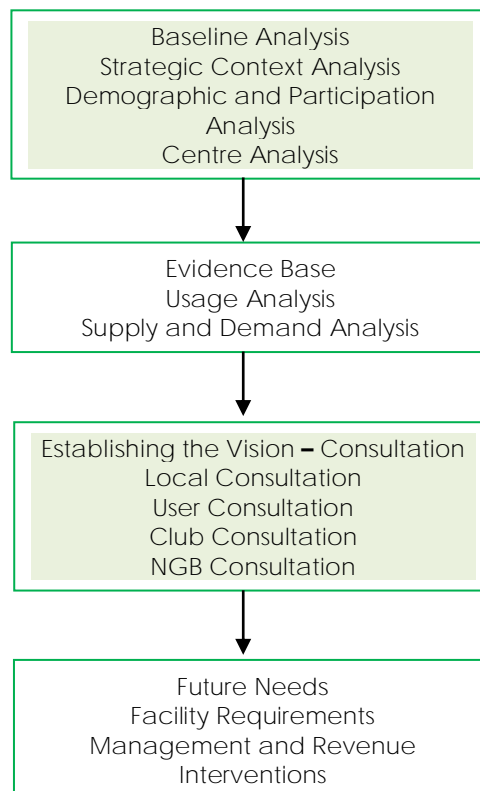
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## INTRODUCTION

- 1.1 The National Sports Centre (NSC) is located in the borough of Bromley, immediately to the north-east of Upper Norwood, by Crystal Palace District town centre. The park borders inner and outer London, and its perimeter directly abuts the London Boroughs of Southwark, Lambeth, Croydon, Lewisham, and Bromley.
- 1.2 The Park is a valued open space and contains the National Sports Centre (NSC). Whilst the Park and its facilities attracts 1.68 million visitors a year, many areas are in a neglected state and generally the character, quality and range of facilities have degenerated.
- 1.3 The Mayor has a leadership role on the development of an implementation plan for the Park to ensure a sustainable long-term future for the Park, including but not limited to the National Sports Centre (NSC). This role is enshrined in the adopted masterplan, and the GLA have been working closely with London Borough of Bromley's regeneration team to develop a joined-up plan for the park.
- 1.4 The NSC is an iconic Grade II listed building that is situated within Crystal Palace Park. It is owned by the Greater London Authority (GLA) and managed and operated by Greenwich Leisure Limited (GLL). The NSC estate provides athletics and swimming facilities and hosts a wide range of sporting activity. It is also an important asset to the local community.
- 1.5 In 2014 detailed work was carried out by CSM to assess the options for the future of the NSC. Essentially, this concluded that significant capital investment was required, estimated at £15m and long-term management contract that incentivised the provider to also invest and commit to the improvement of the facilities, should secure the NSC's future. Although the report is of value, the change in funding and political landscape has required the GLA to commission additional and a more up to date review.
- 1.6 The Mayor is committed to a sustainable long-term sporting future for the NSC and is aware as a result of the CSM work that the NSC requires substantial investment in the coming years to ensure that it can meet the needs of the local and wider sporting communities.
- 1.7 A phased yearlong review of the NSC by the GLA has now commenced, starting with this updated sporting facility assessment.
- 1.8 Neil Allen Associates (naa) were appointed in November 2017 to undertake this work. naa were tasked with reviewing sporting provision in the local and sub regional area, focussing particularly on the future of athletics at the NSC, in order to develop a robust assessment of the current and future needs for sporting facility provision at the NSC, in order to deliver an evidence base, upon which a future strategy and vision for the NSC could be formulated.
- 1.9 This report sets out the findings of the naa work for discussion and consultation with partners. The final report will in turn provide the evidence base for the next phase of work, the technical and procurement feasibility study, which will seek to set out the delivery and implementation of the identified needs and interventions.

## APPROACH

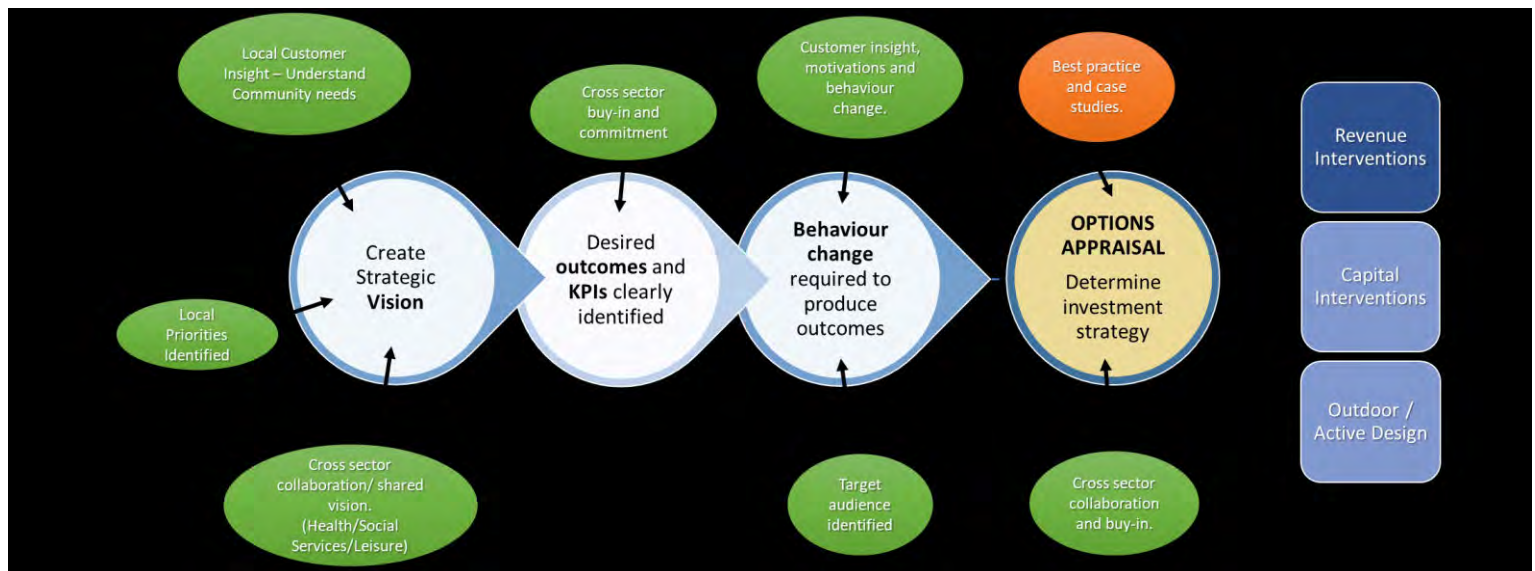
- 1.10 The approach to the work was to develop an understanding of the centre and its current status by first developing a *baseline analysis*. This was supplemented by further analysis of usage and the supply and demand drivers, to establish the *evidence base*.
- 1.11 This provided the basis for the wide-ranging consultation programme, which helped to *check and challenge* the evidence base. As a result of the consultation process the vision was developed and the future needs established to deliver the vision.
- 1.12 The consultation process was designed to provide a range of views with a bottom up approach starting with user views and testing these with the wider sporting community.
- 1.13 The process was therefore as follows:



- 1.14 In December 2015 the Government published *Sporting Future: A New Strategy for an Active Nation*. This set out a bold and ambitious direction for sport policy and looks beyond simple participation to how sport changes lives and becomes a force for social good. Sport England's Strategy was launched in May 2016 in response to *Sporting Future*. Sport England vision is that *everyone, regardless of their age, background or level of ability, feels able to engage in sport and physical activity*.
- 1.15 Underpinning Sport England's strategy is a behaviour change model and a set of investment principles. These investment principles have been developed into a *Strategic Delivery Model* process, which provides a framework for understanding needs and capital and other interventions.
- 1.16 Whilst Sport England investment is not the focus of the work, the needs assessment work has been prepared following the principles of the *Sport England's Strategic Delivery Model* approach, as shown in figure 1.1 overleaf.

1.17 In this context the assessment starts with the baseline analysis, which led to the establishment of a vision, the report seeks to articulate the vision and outcomes required to transform the NSC, through local consultation and discussions with partners, against which future facility provision can then be considered at the Centre.

Figure 1.1: Sport England Strategic Delivery Model



1.18 The delivery model emphasises the need to involve and engage with partners and users early and throughout the process. Crystal Palace Sports Partnership (CPSP) is a group of key users and clubs formed to address the challenges and support the future development of the Centre. CPSP have been fully involved in the process, helping to support and shape the consultation process and evidence finding. CPSP also undertook an online survey and petition. These responses along with findings from a number of other Focus Group sessions and Open Forums have provided good local insight to help shape the vision and subsequent needs.

1.19 Alongside this, other key partners, particularly in the context of the NSC, National Governing Bodies (NGBs) and Clubs, have been fully involved. This has helped to ensure a shared vision between users and these important wider partners.

1.20 The consultation findings were assessed alongside baseline analysis and the hard data evidence base to establish a rounded understanding of need.

1.21 In line with the delivery model principles, what has been evident throughout the study process is that many of the challenges faced by the NSC are not only facility and capital investment issues but are also management and operational.

1.22 In the context of the strategic delivery model, the report therefore draws on the consultation views locally and of key partners, along with the supply and demand, and hard evidence, to develop a vision for National Sports Centre.

1.23 As a starting point for the assessment the next section sets out the baseline analysis of the NSC.

## NSC BASELINE ANALYSIS

### Strategic Context Analysis

- 1.24 In developing the baseline for the NSC, consideration has been given to the strategic context and key national, regional and local policy drivers which influence the development of priorities for sport at the NSC and the surrounding area.
- 1.25 The following review summarises the most relevant elements of national policy that influence the development of the NSC. Local and sport specific strategies are highlighted in section 2 under the relevant consultation heading.

### **Sport England Strategy 'Sporting Future – a new strategy for an Active Nation' 2016 – 2021'**

- 1.26 As set out previously the release of the new Sport England Strategy in May 2016 builds on the Government's strategy. It is titled - 'Sporting Future – a new strategy for an Active Nation' 2016 – 2021. This strategy emphasises that future funding decisions will be made based on the social good that physical activity and sport can deliver, not simply on the number of participants.
- 1.27 Government has redefined what success looks like in sport by concentrating on the five key outcomes: *physical wellbeing, mental wellbeing, individual development, social and community development and economic development*.
- 1.28 Sport England's vision is that everyone in England, regardless of age, background or level of ability, feels able to engage in physical activity and sport. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as customers. (Towards an Active Nation 2016 – 2021).
- 1.29 Within the new strategy there is a clear focus on tackling inactivity as the strategy recognises that more than one in four people in England (28%) do less than 30 minutes of physical activity a week. The new strategy places a much greater emphasis on groups who are typically much less active such as women, disabled people and those from disadvantaged backgrounds.
- 1.30 The new strategy makes clear recommendations with an emphasis placed on working locally to address high levels of physical inactivity and increase the number of active people. The Strategy will see investment driven by identification of local need.
- 1.31 Sport England has also placed a strong focus on the role that collaborative and multi-agency working with local partners has to play in supporting the step change that is required to tackle inactivity. There is a focus on the right mix of facilities, in accessible locations and the right programmes to engage those currently not taking part in sport and physical activity.
- 1.32 At a national level, there is therefore a recognition that the best value for public investment lies in targeting under-represented groups and the least active. If the NSC wishes to align to national sports policy, this should be a key consideration in planning for the future of the Centre, in terms of the facilities that are provided but more importantly the sporting and physical activity offer and programmes.
- 1.33 Whilst there are clearly elements of the NSC, which already provide and can further provide for the *inactive*, a focus on this may not fully reflect the NSC's *unique* offering and the range and scale of provision at the Centre.

## Masterplan Design and Access Statement – Crystal Palace Park

- 1.34 Developed in 2007 the masterplan for the NSC Park contains 5-core principles. One of the principles was a sports and events park. The masterplan also talked about the NSC as a regional sports centre.
- 1.35 Although over 10-years old there are some key principles in the masterplan, which remain relevant, firstly and critically a commitment to sports facilities. Clearly over the past 10-years much has changed in terms of the sporting environment, not least the impact of 2012. The terms *sports and events park* were used in the 2007 masterplan, this is a vision that now needs to be redefined, given the changes over the past decade. Whether the NSC still has a regional role is part of this assessment.
- 1.36 Other principles, which are relevant in terms of implementation include a commitment to improving the interface and boundary issues that currently blight the transition from the NSC to surrounding park i.e. the abundance of hard surfaces, car parking, fences etc and very poor legibility and the renovation of the Paxton axis to create a clearer more legible pedestrian access through the park. This could be achieved in a variety of different ways including by removing the podium and the ancillary buildings around the NSC, returning the axis to grade. These implementation issues will be part of future phases of work.

### Demographic and Participation Analysis

#### Demographic Analysis

- 1.37 Crystal Palace Park is located in the London Borough of Bromley. Bromley has a total population of 327,947 residents in 2017. Bromley is the largest London borough in land area, it being 30% larger than the next largest Borough, which is Havering. The Borough has densely populated areas in the NW of the Borough, but the southern parts of the Borough has much smaller populations and a large rural area, e.g. around Biggin Hill.
- 1.38 Bromley's population is projected to increase to 363,456 residents by 2041, a 10.8% increase 2107 – 2041. The older population of Bromley, 65+ is 17% in 2017 and projected to increase to 18.2% by 2024. The black and ethnic population is the fastest growing part of the Bromley population, having increased from 8.4% in 2001 to 17.4% in 2017. The black African population is the largest growing part of this population.
- 1.39 The NSC also sits in the centre of Crystal Palace Park, which is on the apex of five London Boroughs; *Bromley, Lambeth, Croydon, Lewisham and Southwark*. The Centre is within the geographical boundaries of the London Borough of Bromley, but it is of strategic importance to all five boroughs. In considering potential development opportunities for the site, it is therefore necessary to consider needs and demands from across the five boroughs, as well as the South London sub-region and, depending on the nature of plans being considered, the wider London and South-East region.
- 1.40 The combined population of the five boroughs is circa 1.3 million. Taking South London as a whole Crystal Palace serves over 3 million South London residents.

#### Participation Analysis

- 1.41 The Sport England Market Segmentation (MS) data allows us to develop the adult sporting and physical activity profile for the Crystal Palace area. As it is site specific, the catchment extends across the five Boroughs. Taking a 5 kilometre or 3 miles catchment area radius of the Crystal Palace, based on Sport England research this is the catchment area for regular participation in sport and physical activity at the community level.

- 1.42 The key findings from the MS analysis are that the NSC catchment area shows almost all of the market segments – it is a real patchwork.
- 1.43 It is a densely populated area and therefore offers a lot of scope for community participation. The market segmentation profile for the NSC catchment is of a younger adult population, with four of the top five market segments in population numbers being aged 18 – 45 years old. These youngest segments play sports and do physical activity at above national rates of participation. Participation is an important lifestyle choice and being fit and active is important. Increasingly the focus is on individual based activities, such as gym or exercise classes rather than the playing of team sports. This is borne out by the operational analysis, which shows strong performance in these areas.
- 1.44 The older age groups 55 - 65+ are the lowest in population numbers in the NSC catchment. Further reinforcing that the immediate NSC catchment population is a young population.
- 1.45 Participation by the older age groups is focused on keeping fit and active and maintaining a healthy lifestyle. Outdoor activities especially walking, and to a much lesser extent bowls, are of much more importance than indoor activities. Whether the NSC holds the main key to getting this group more active is therefore debateable. The main indoor activities for this group are however swimming, exercise classes and gym. Facilities located closer to home and increasingly available for afternoon, not evenings are becoming of more importance. Health problems are the main barriers to maintaining participation.
- 1.46 In terms of the most important facility types to reflect the overall NSC market segment profile it is therefore swimming pools, studios and gyms. Swimming is genuinely the only facility type that does provide for cradle to grave participation.
- 1.47 The participation levels for sports halls and the hall sports of badminton, basketball, netball, table tennis and volleyball at a general community recreation level is low in respect of the market segmentation analysis. This is a reflection of the low participation rates for these sports nationally, as well as the population numbers in the NSC catchment area. However, this contrasts with the national and London trends, which show growth and strength of hall sports, netball, handball and basketball, particularly in terms of London. This is driven by club development and events.
- 1.48 Overall the market segmentation findings for the NSC catchment area are showing a younger profile of adults and who participate in sport and physical activity at above national rates of participation and where sport and physical activity are important lifestyle choices.
- 1.49 In terms of general participation there are therefore clear drivers in terms of health and fitness and swimming, less so in terms of hall sports for general community recreation, where the focus should perhaps be on sport, club and event development.

#### Location Analysis

- 1.50 Looking wider the NSC is situated within Crystal Palace Park, a large park created in south London by Sir Joseph Paxton's Crystal Palace Company between 1852 and 1855 as the setting for the relocated and enlarged Crystal Palace, which Paxton had built and designed for the 1851 Great Exhibition in Hyde Park. The palace itself was destroyed by fire in 1936.
- 1.51 The park sits within the London Borough of Bromley, but close to the borders with four other London boroughs: Lewisham, Southwark, Lambeth and Croydon. These are often referred to as the 'Five Boroughs' in a Crystal Palace context.



- 1.52 Crystal Palace NSC is well-served by public transport: the area is served by 13 bus routes, and the station on the edge of the park has national rail and London over ground links. This is well-illustrated by the map overleaf which shows the 60 minute public transport catchment for CPNSC.

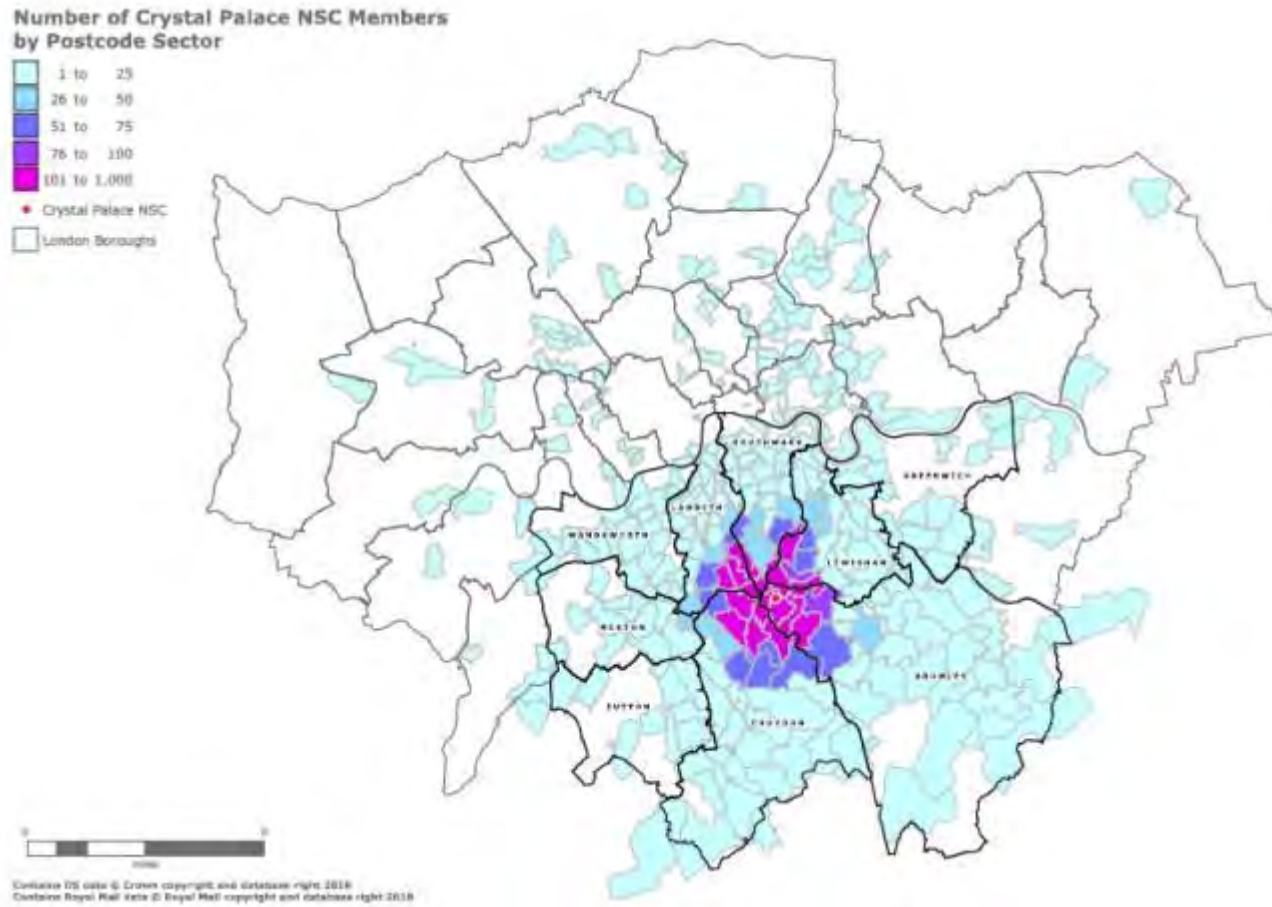
Map 1.1: 60 minute public transport catchment for the NSC



- 1.53 Although driving within London is not encouraged in policy terms, nor is as reliable for mapping as public transport, the central location of the NSC within South London makes it also accessible to a large catchment by car, as can be seen in the map overleaf.



Map 1.3: Analysis of Crystal Place members by Postcode



- 1.56 The mapping of existing members illustrates both the accessibility of the NSC – in that members are willing and able to travel considerable distances – and almost certainly reflects the specialised nature of provision (50m pool for example) for which users will be willing to travel further.
- 1.57 The NSC, has a loyal core of local users who appear to participate above national averages and drive the core business of health and fitness.

#### London-wide Picture

- 1.58 The NSC was previously a high-performance training facility for several sports and an important event venue for London. However, with the development of new sports facilities at Queen Elizabeth Olympic Park, post the London 2012 Olympic and Paralympic Games, and investment in other national training facilities across the UK, the future role of the Centre needs to be redefined. The English Institute of Sport (EIS) supports performance and elites sport across England, the NSC is not part of this network.
- 1.59 To understand fully the NSC context it is important to understand the London wide provision of major facilities sports facilities and how these have changed. The current and future role of the NSC has to be placed in this London wide picture of major sports facility provision.
- 1.60 There are five 50m swimming pool complexes across London, including the NSC but none in the south west quadrant of London.
- 1.61 The Crystal Palace aquatics centre opened in 1965, followed by the Gurnell Leisure Centre in Ealing in 1981. The next 50m pool was the outdoor Hackney Lido pool in 2006, followed by the Hillingdon Sports and Leisure Centre in 2010 and finally London Aquatics Centre in Newham in 2011. The only other pool site on a scale with the NSC and which also provides a separate and dedicated diving pool, is the London Aquatics Centre.
- 1.62 The NSC aquatics centre meets a London wide need for events and serves as a major centre for club swimming and community participation to serve SE London, Surrey and Kent. While much has changed the NSC still offers the only indoor 50m pool in South London and in this regard remains strategically important.
- 1.63 In terms of the major indoor sports halls where there is a main hall of at least eight badminton courts, there are 12 venues across London. Of these only one other than the NSC is located in south east London and that is the eight badminton court sports hall located at Brixton Recreation Centre.
- 1.64 The largest London venue is the Barking Sporthouse and Gym, with a 16 badminton court hall opened in 2012. The Sobell Centre in Islington has a 14 badminton court size sports hall and was opened in 1972. The Redbridge Sports and Leisure Centre with a 12 badminton court size sports halls, opened in 1972.
- 1.65 There are then several venues including the NSC which have a main hall and separate halls and where the total configuration of floor space adds up to between 10 - 12 badminton courts. This provision includes centres at Sportsdock (2012), University of East London Dock, the Copperbox Arena (2013) in Hackney and Harrow Leisure Centre (1977).
- 1.66 There are very few venues which have with extensive spectating capacity. The actual capacity does vary depending on the actual floor space needed for the sport and event. The main event venues are The Copperbox, followed by the NSC, Sporthouse and Sportsdock. Again, the NSC is the only south London venue.

- 1.67 The NSC was arguably the hub for London athletics from its development in the 1960s until the last decade. The stadium was **the site of the country's biggest spectator events** each year until 2012 when it hosted its last Grand Prix; UK Athletics now has a long-term access agreement that secures use of the Olympic Stadium for its major events and consequently has not used the NSC since the Games, nor has any plans to do so.
- 1.68 The NSC is one of eight indoor athletics centres within the M25, of which three are south of the River Thames. The 400m floodlit synthetic athletics track is one of 36 in the London boroughs.
- 1.69 The indoor facilities were the first to be developed in London. However, since 2000 a number of new indoor athletics centres have opened in London, including the first indoor 200m track in the capital at Lee Valley Athletics Centre and a significant elite venue at Brunel University. There are now eight indoor centres within the M25, of which three are in South London (including the NSC).
- 1.70 The recent award to Birmingham of the Commonwealth Games, will also provide athletics with a second large scale events venue.
- 1.71 It is therefore important to appreciate that although much has changed the NSC remains an important venue, particularly in the South London context, in terms of scale and being able to provide a multi-sports venue at one site and within one building. It also provides for outdoor sports with its pitches and courts provision and athletics provision. It is truly the only multi sports facility venue within South London and one of very few in the whole of London.
- 1.72 Set out in Appendix 2 are the spectator numbers for sports which have or could have their home at the NSC. It illustrates that the NSC remains well placed to play an events role across a number of sports. With a sports hall capacity of 1,500 and a swimming pool capacity of 3,000 additional seating would not be required to deliver a wide range of national league and sub-regional events, for which there is little or no alternative provision. These capacities serve the existing event profile well and provide for the needs of sub-regional events and major club competition.

## Crystal Palace National Sports Centre Analysis

### Facility Provision Analysis

- 1.73 The NSC was opened in 1964 and is a Grade II\* listed building set within 200 acres of parkland in the heart of south London. The Centre is managed by Greenwich Leisure Limited (GLL) under the *Better* brand.
- 1.74 The Centre comprises significant sports provision as follows:
- The modern gym has 120 pieces of equipment and two dedicated studios.
  - There are four pools including;
    - 50m pool - 50m long by 20m wide, with 8 lanes and a depth of 1.83m - 2.06m. Equipped with a Swiss timing system, scoreboard and Ares software. The pool can seat 3,000 spectators and also accommodates water polo, synchronised swimming and octopus by arrangement;
    - Teaching pool - 18.28m long and 7.62m wide with a depth of 0.83m;
    - Diving pool - 20.11m long and 15.84m wide with a depth of 4.78m. There are 2x 1m spring boards, 2 x 3m spring boards, 1 x 5m, 7.5m and 10m platform boards; and
    - Training pool - 25m long and 12.5m wide with 6 lanes and has a depth of 0.9m - 1.0m. There is limited spectating in this area. This sits separately from the main sports centre.
- 1.75 The Athletics Stadium has a 400m eight lane Synthetic Track with full facilities for all track and field events. The grass area on the infield is 95.1m long by 67.5m wide. This area can accommodate pitches for football. This area is floodlit. The stadium also accommodates seating for 16,500 people with 9,500 covered.
- 1.76 The indoor track is 110m long by 10m wide. It houses a six lane 60m Synthetic Track. This area also has pits for jumping and a throwing cage.
- 1.77 The Main Sports Hall arena is 46m long by 29.18m wide and has a Junckers Sylva premium beech semi sprung floor. This area provides six badminton courts, two basketball courts, one basketball show court, two volleyball courts, one volleyball show court. This area can also accommodate five fighting areas, 8m long by 5m wide. There is bleacher seating for approximately 1,500 people and other activities can be accommodated by arrangement depending on specification.
- 1.78 The North Balcony is 32m long by 17m wide and has a Junckers Sylva premium beech semi sprung floor. This area provides four badminton courts, one basketball court and one volleyball court. This area can also accommodate two fighting areas, 8m long by 5m wide. There are also floor plates for Asymmetric bars for gymnastics, which accounts for a lot of the current usage.
- 1.79 Other indoor facilities include; three squash courts, climbing and weightlifting rooms.
- 1.80 The Centre also has several outdoor pitches and facilities; Bar Pitch this is a sand based all weather pitch which is 88.4m long by 49.4m wide. This area can house hockey, football, 5-a-side football, korfbal and Lacrosse. Floodlighting is available. The Dome is a covered area which has a 3g rubber crumb base. The area is 54.4m long by 35.7m wide. 5-a-side and 9-a-side can be played. The north pitch is 54.4m long by 37.6m wide. It houses 2 uncovered 5 or 6-a-side football pitches which measure 37.3m long by

25m wide. It also has a run off of 5.1m. The indoor 5 is a 3g rubber crumb covered area which is 43.13m long by 21.33m wide.

1.81 Other outdoor facilities include; four outdoor floodlit tennis courts and three beach volleyball courts. The parkland setting further compliments the sporting offer and the value of the Centre.

1.82 The NSC therefore caters for multiple sports. We have assessed needs in five blocks<sup>1</sup>:

- Athletics;
- Aquatics;
- Indoor Hall Sports;
- Other Indoor Sports; and
- Outdoor Sports.

1.83 Set out in the appendix are the trends in various sports which have or could have their home at the NSC. This provides good local insight and helps to balance and understand the consultation findings. The key issue to emerge from the findings is the growth and strength of hall sports, particularly in terms of London in terms of basketball, volleyball and handball. Hockey has also enjoyed significant growth, particularly in terms of juniors since 2012.

#### Facility Condition Analysis

1.84 The facilities at the NSC are however now ageing. Set out in the table below is a summary of costs required over the next 10-years. This estimates that circa £7m will be required.

**Table 1.1: Capital Cost requirements**

Facility	Up to 3 Years (£,000s)	Years 4 to 10 (£,000s)	Over 10 Years (£,000s)	Totals (£,000s)
Sports Hall	1415	65	1750	3230
Stadium	205	550	300	1055
Lodge	566	433		999
Residential	93	95		188
Other	67	520	400	987
External	150			150
<b>Total</b>	<b>2496</b>	<b>1663</b>	<b>2450</b>	<b>6609</b>

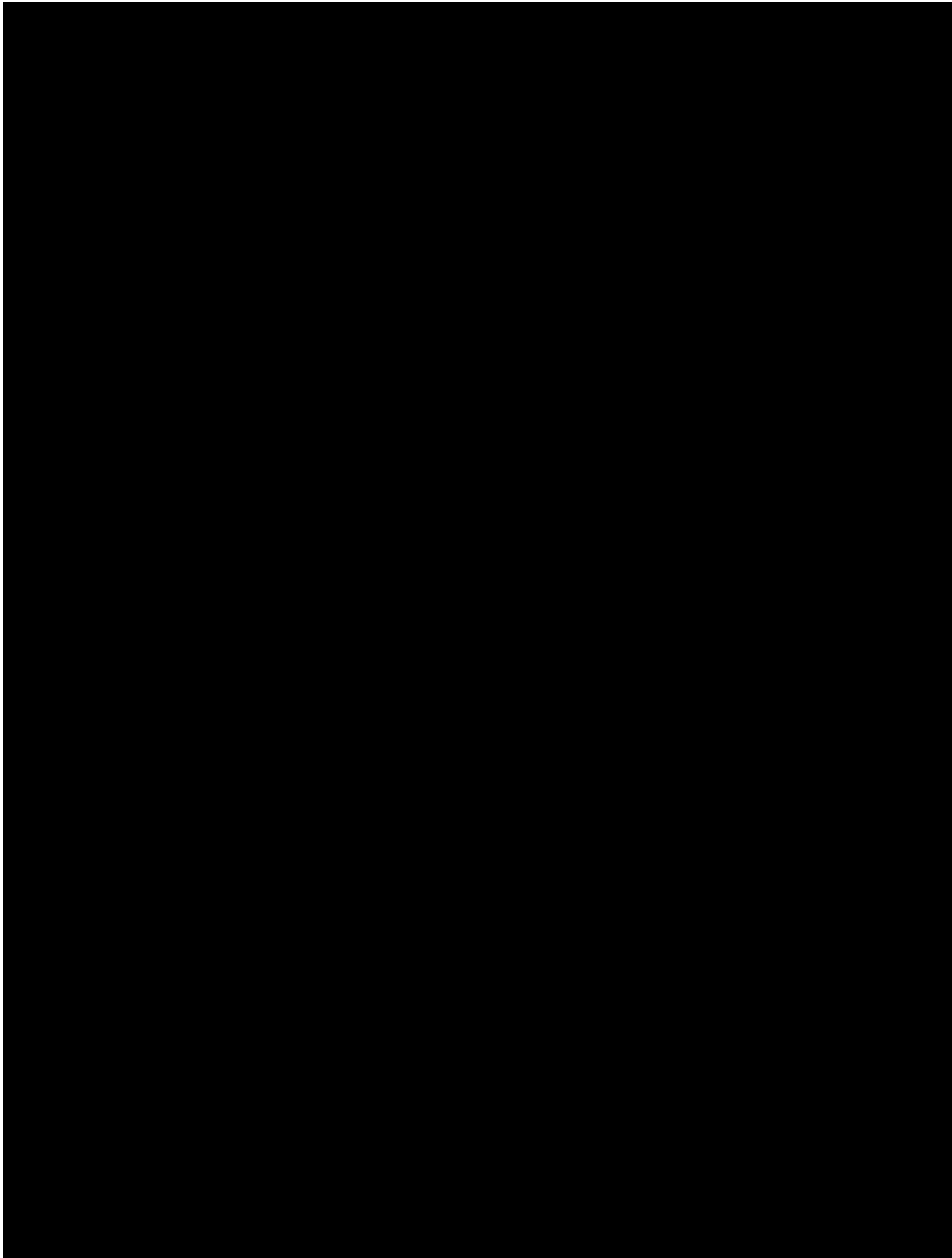
<sup>1</sup> Whilst assessing the needs in these distinct areas it is fully recognised that one of the strengths of Crystal Palace is the multi-sport nature of the offer and the relationship between different sports and activities.

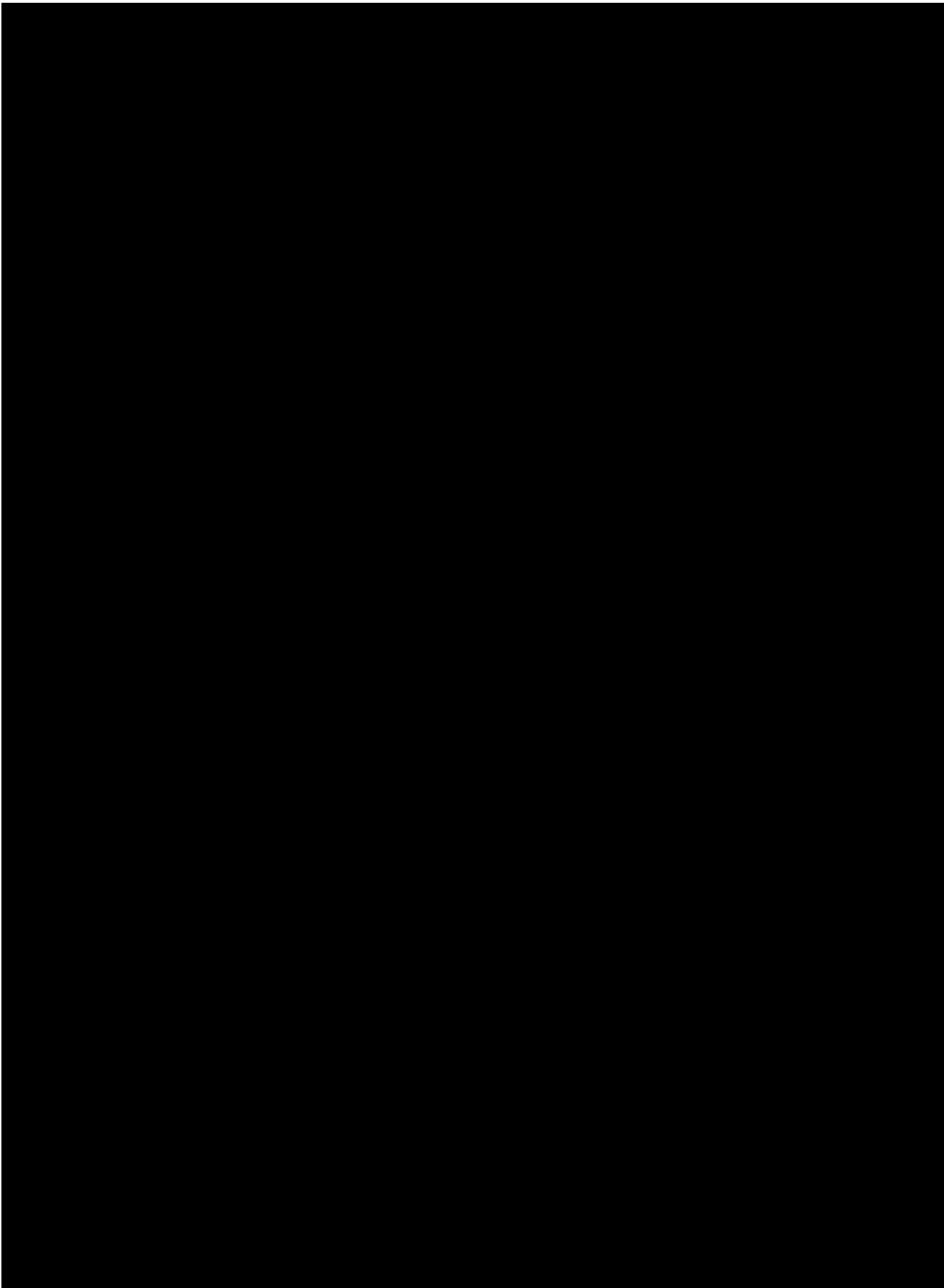
- 1.85 This investment merely provides a status quo option and the investment is unlikely to see any increased usage, merely protecting existing provision and keeping the doors open.
- 1.86 There is also currently no cost estimate for any Stadium seating refurbishment or reinstatement of the bar and hospitality facility. It has been identified that the cladding to the Lodge which is wooden presents an increased fire risk and needs to be replaced. There is currently no cost estimate for this work. Surveys on which the information is based were undertaken between 2014 and 2016, therefore costs need to be adjusted for 2017-18 prices. There is also no sum for professional and consultancy fees which could be up to 20% of the works. In short significant capital is required.

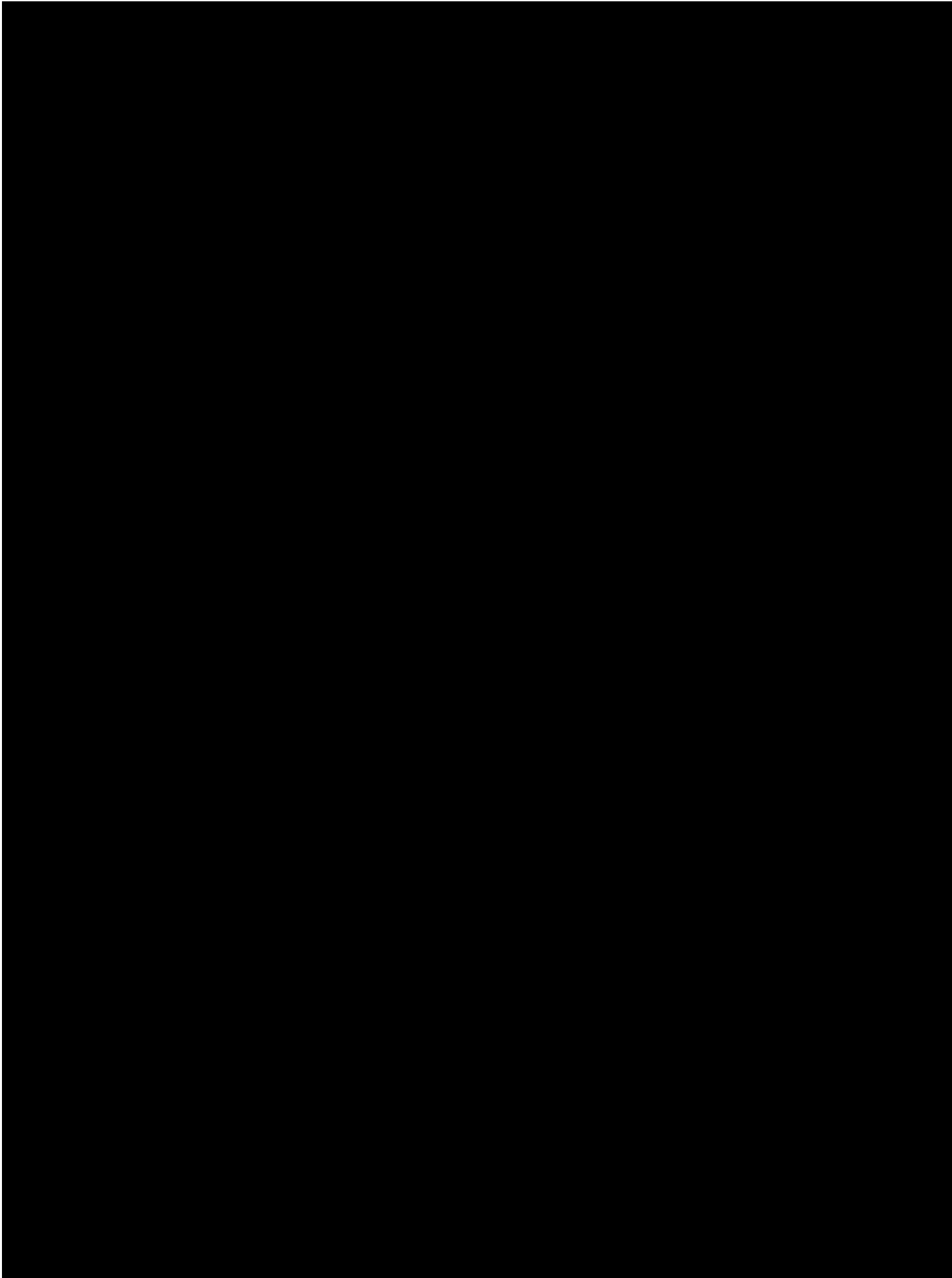
#### Facility Management Analysis

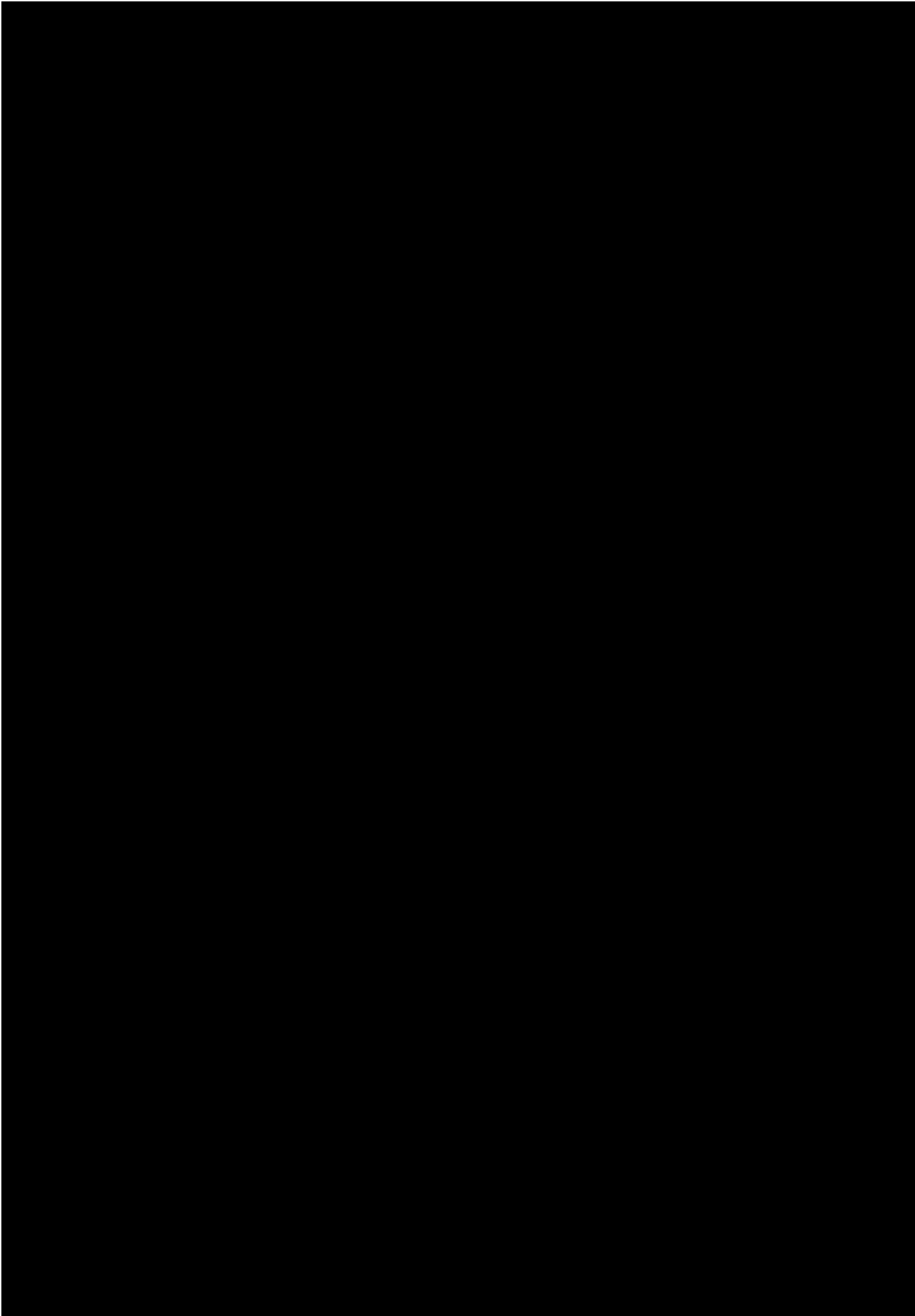
- 1.87 The NSC is now managed by GLL under a traditional service contract that is used by the sport and leisure sector for the management of public leisure facilities. It has two-years left to run having been subject to several contract extensions. The regular extending of the contract and the short-term nature of this has not helped GLL put any long-term plans in place or manage the centre pro-actively. The consequence is that at present there is a feeling of a centre is just *ticking over* without any clarity of purpose.
- 1.88 Therefore, the facility does not appear to be functioning as effectively as it could be as either a leisure centre or a sub-regional events / sports development centre.
- 1.89 GLL would like to see the NSC develop as a more flexible venue, meeting modern day sport and physical activity needs. Alternatively, clubs and key user groups would like to see the focus on club development and sports events, building on the NSC's strengths and working with sports innovatively and pro-actively. Clubs find it difficult to access specific facilities when they need them and at the right costs and do not feel supported in trying to develop their sports. As a consequence, the NSC currently falls between stools.
- 1.90 As set out above there are significant capital costs required merely to stand still and the feeling from users of a lack of investment and managed decline.

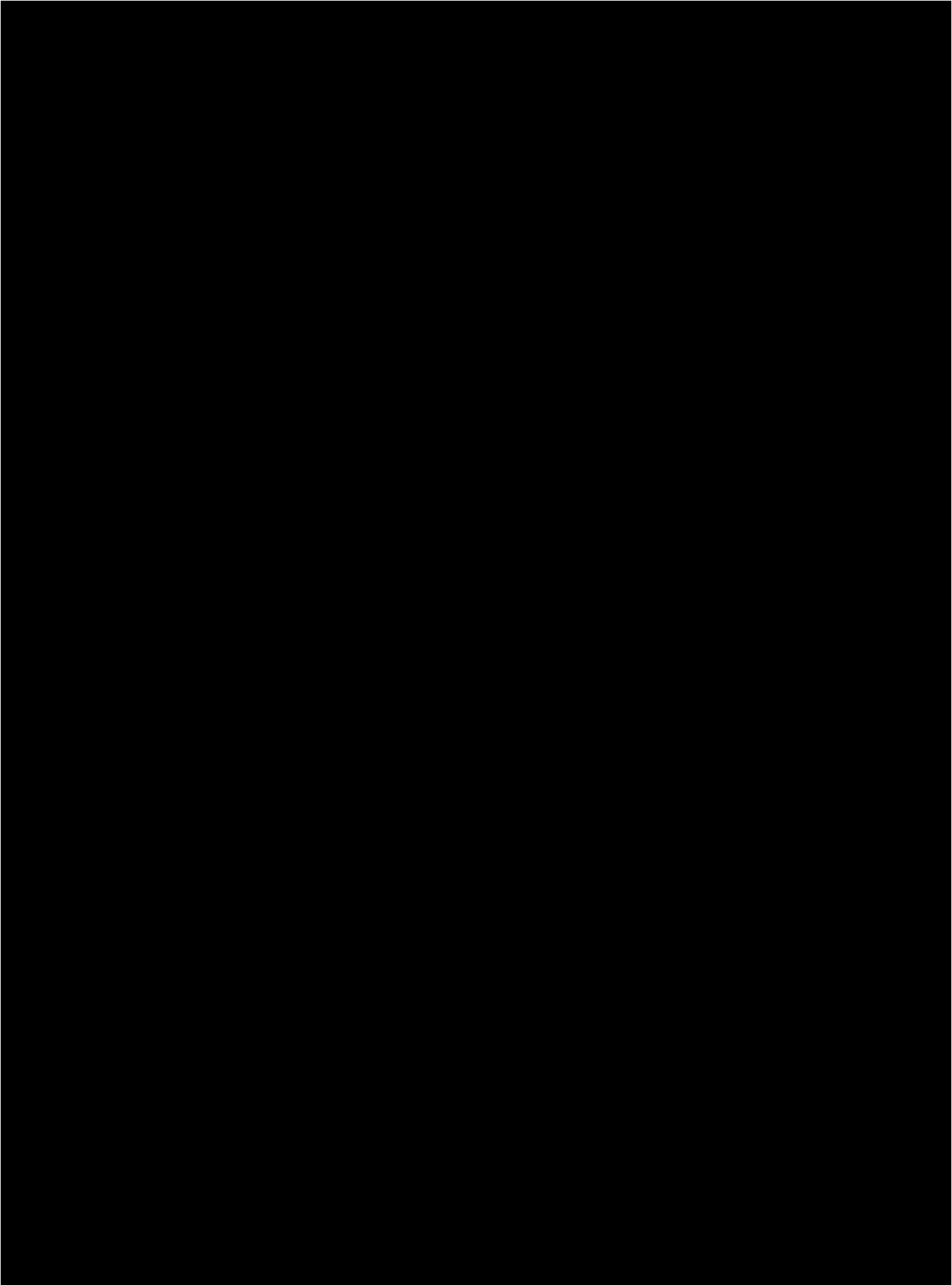


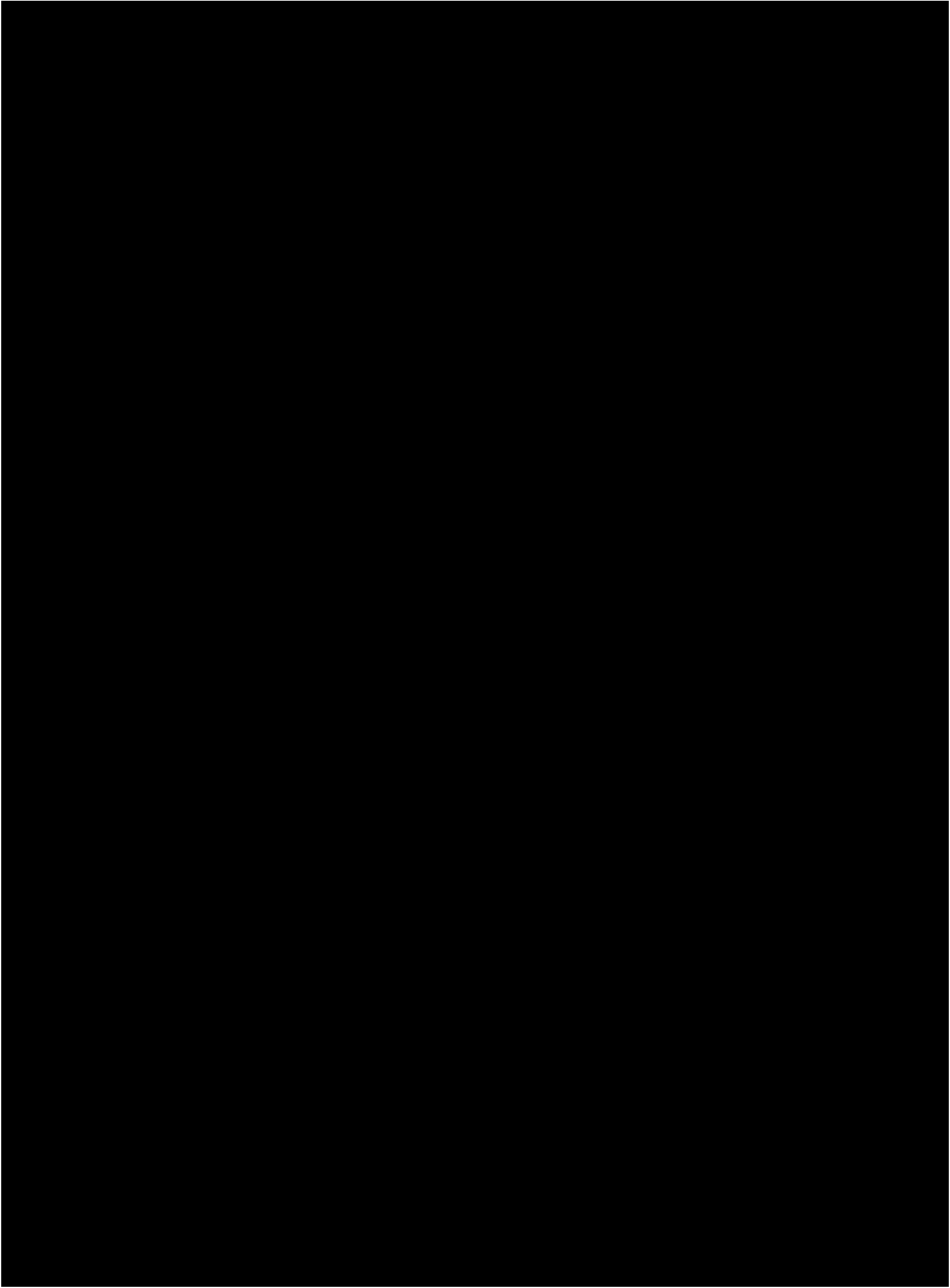


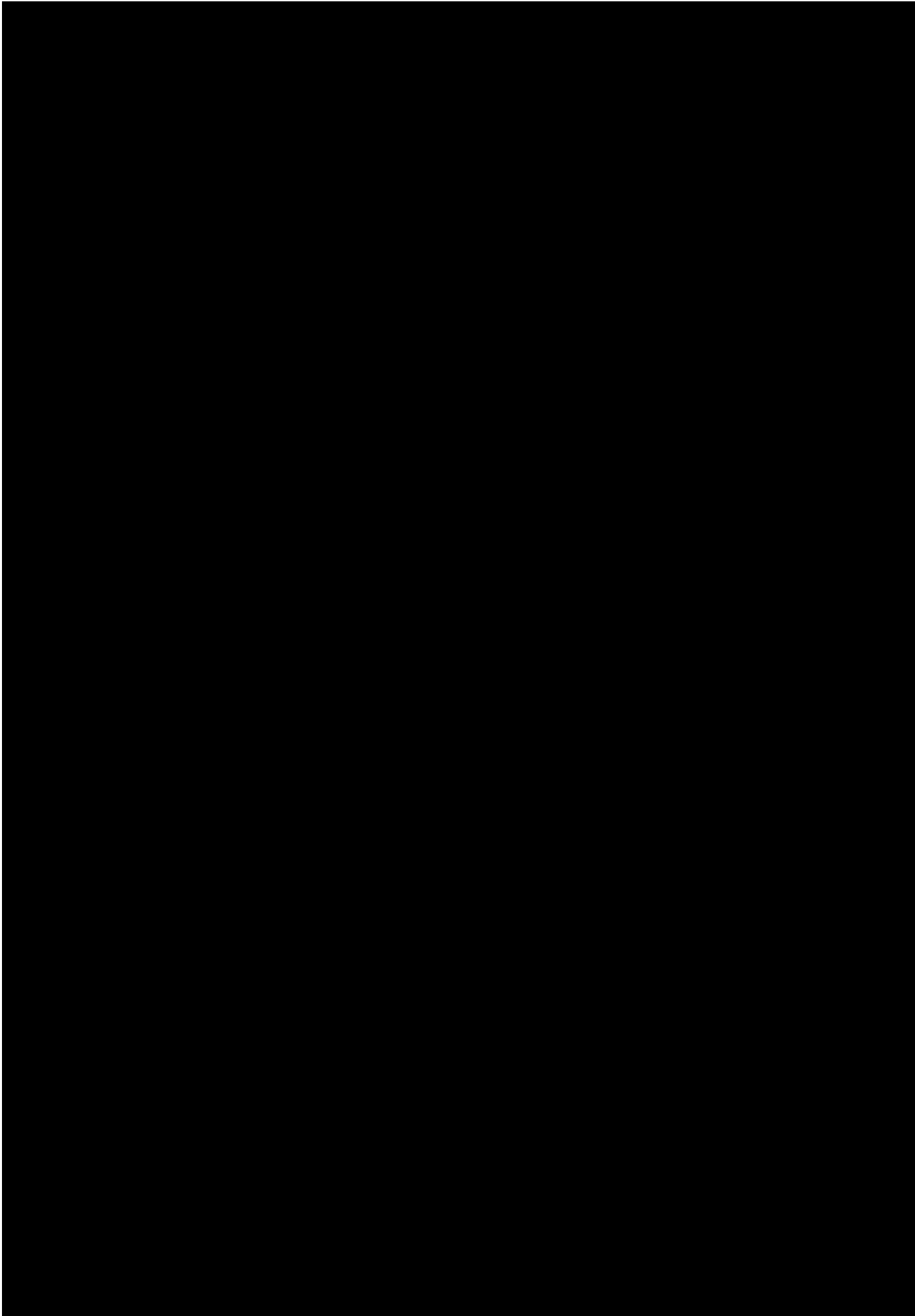












### Summary Baseline Analysis

- 1.131 Strategically the NSC appears to be lacking a clear vision and direction. The previous masterplan referred to a regional sports centre. It is evident that the NSC has a strong local catchment and this is borne out by a generally good operational performance. The NSC is also however clearly well located to play a wider role and although much has changed in terms of facility provision, over the 10-years since the masterplan, which may have impacted on the regional importance, the NSC remains unique within South London.
- 1.132 Whilst the world has undoubtedly changed and although in need of significant investment, the NSC still provides significant sporting provision with a wider significance.
- 1.133 The next section looks at the supply and demand and usage analysis to develop the evidence base.



## 2: Key Issues & Evidence

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### INTRODUCTION

- 2.1 The NSC provides for a range of sports, however the current and future needs are different for different sports; this section considers the usage profile and supply and demand drivers for the key sports and sets out the key issues and evidence on a sport by sport basis.

### ATHLETICS

#### Athletics Stadium

##### Background

- 2.2 The athletics stadium at the NSC was built in 1964 on the site of the football stadium, that itself had a rich history of staging FA Cup finals and international matches, and it quickly became the pre-eminent spectator venue for the sport in the UK.
- 2.3 Having 'taken the baton' from the White City stadium in this regard, it passed it on in 2012 when the last major paying spectator event was held at the NSC; since 2013's Anniversary Games, major athletics events in London have been hosted at the Olympic Stadium.
- 2.4 Throughout its heyday as an athletics stadium, improvements were made, including the construction of the Jubilee Stand in 1977 which took the capacity to 16,500 (of which 9,500 are in covered seats). Further capacity can be added with temporary seating.
- 2.5 However, despite the track, infield and competition equipment being well-maintained, the spectator infrastructure is now showing its age. The management, understandably given the current usage, have not invested significantly in the two stands, and there is a tired feel to the whole environment.

##### Usage

- 2.6 *Note: this section reflects only athletics competition use of the stadium track (and stadium) – the following section covers the use of the same track as a training venue.*

Data has been provided by GLL on athletics events at the stadium from 2012 to 2017 inclusive. Tables are included on following pages, largely as supplied by GLL, with some minor interpretation where necessary, plus some data analysis of averages in an attempt to paint a consistent picture.







- 2.7 As can be seen, the data has been collected and recorded in different ways over the period, as illustrated by the same events being recorded very differently year on year. For example, the Harris Federation Sports Day has competitor numbers ranging from 500 to 13,000 and spectators from zero to 12,000. It is a safe assumption that c13,000 people were on site, but the differences in recording their category highlights the dangers in placing too much stock in the exact figures of competitors / spectators across the board.
- 2.8 However, the data does give a reasonable picture of the frequency of usage, and the nature of the events that have been taking place, and the following observations can be made:
- The last (inter)nationally significant athletics spectator event took place in 2012 with the London Aviva Grand Prix
  - Since 2012, the highest-level events to take place have been South of England Athletic Association (SEAA) championships at various age groups (including seniors), with (where recorded) modest spectator attendances of 500 to 1500
  - The SEAA, despite being based at the NSC in the Jubilee Stand, do not use the NSC annually for their championships – using it in 2012, 2014 and 2017, but not planning to return in 2018. Of course, this is their prerogative, and may reflect a desire to spread events around their territory, but in consultation the SEAA expressed concern about the costs of stadium hire and the mandatory additional costs for stewarding etc
  - Below this level of athletics competition, one finds Crystal Palace stadium's bedrock of usage: large scale schools competition. These range from multi-sport events with an athletics component, such as the London Youth Games, to one day school sports days focussing solely on athletics
  - The number of (recorded) stadium event days per year, ranges from 16 in 2012 to 33 in 2014, averaging 25 per year – a healthy event usage for a sport with a short season that largely coincides with the school summer holidays
  - However, while the school market appears to be holding up well, there is a dearth of (recorded) event use by club level athletes – open and league meetings would be typical at other major athletics stadia. This was corroborated in consultations with local clubs, where cost, condition and centre management were cited as reasons why they were not using the stadium.

#### Consultation Findings

- 2.9 As set out in previous sections the athletics community nationally and locally has been consulted on its current use of Crystal Palace stadium as a competition venue.
- 2.10 The national governing body is UK Athletics (UKA), which – as well as developing and implementing the rules and regulations of the sport and fielding GB&NI teams in international competition, also has a key role in staging national and international athletics events.

Regarding Crystal Palace, UKA responded:

*Opened in 1964 Crystal Palace Stadium has historically been recognised as a significant venue for track & field athletics and has a history of hosting high level athletics events including Diamond League and British Olympic Trials up until 2012.*

*However, in the latter years of its events programme the venue's infrastructure began to struggle to meet the increased demands of modern, high profile athletics events and this raised a number of concerns, including:*

- inadequate transport solutions and links unable to cope with volume of infrastructure and personnel required to stage and attend high level events;*
- the safe and accessible movement of high numbers of spectators into and out of the venue;*
- reduced spectator experience and enjoyment;*
- spectator and staff safety due to aged facilities and dated infrastructure; and*
- a lack of a modern technology and connectivity meaning the venue was incapable of meeting standard broadcasting requirements.*

*Two core objectives of UKAs 2012-2017 Strategy were to: [1] Stage great events to engage the public and [2] Aspire to excellence in everything we do; and in the latter years of hosting TV events it became clear that the NSC could no longer deliver against either of these two ambitions.*

*Staging great events at great venues will continue to be a core strategic pillar for UKA and it is its informed view that the NSC is no longer a stadium that is suitable for hosting major events of either National or International significance.*

- 2.11 The UKA position and the consequences for the NSC, are discussed in more detail in the next section.
- 2.12 The governance layer below UKA is England Athletics. It is significant that as an organisation that stages track and field competitions at a wide range of age groups, it makes no use of the NSC, instead rotating between stadia including Bedford, Manchester, Birmingham and Sheffield. There is further discussion of their future intentions in Section 4 and the implications for the NSC.
- 2.13 The final tier below England Athletics, and above school use, is that by competition providers such as South of England Athletic Association (SEAA) and by clubs for league and open meetings. As already discussed, this usage at the NSC has been sporadic and lower than might be expected for a stadium of its heritage and scale.
- 2.14 Three recurring themes in consultation with SEAA and the local clubs were: cost (perceived to be too high), the condition of the facilities (perceived – quite reasonably – to be past their best) and the management (a perception exists that the centre management, with the exception of a few individuals, are not interested in staging athletics events at the NSC).
- 2.15 On the latter point, there is no evidence from discussions with centre management that they are resistant or indifferent to athletics events, but equally there is no evidence of any proactive marketing efforts, and the NSC website – while noting the existence of the stadium – does not lead the user to any section where they can find out how to book it, who to speak to, what it might cost, etc.

- 2.16 In conclusion, a common thread in consultation with the athletics community is that the stadium is in 'managed decline'. The condition of the stadium is indeed declining; understandably, given that the main infrastructure is 40 to 50+ years old. However, the event usage has held up; the stadium was better used in 2017 than in all but one of the years for which data is available.
- 2.17 The stadium remains popular in the school event market, but the major fall-off from its 'glory days' has been in higher level meetings – both televised major events, and significant championships / club events, with the infrequent exception of the SEAA championships.

### **Outdoor and Indoor Athletics Training**

- 2.18 The NSC athletics training facilities comprise the 400m outdoor synthetic track and field facilities in the stadium, as well as an indoor training space.

### **Supply – Outdoor**

- 2.19 The outdoor track is significant for South London, as it one of five synthetic 400m tracks (along with Ladywell Arena, Southwark Park, Battersea Park and Tooting) that surround the most densely populated area of South London, as shown in the map below.

**Map 2.1: Synthetic Tracks in South London**



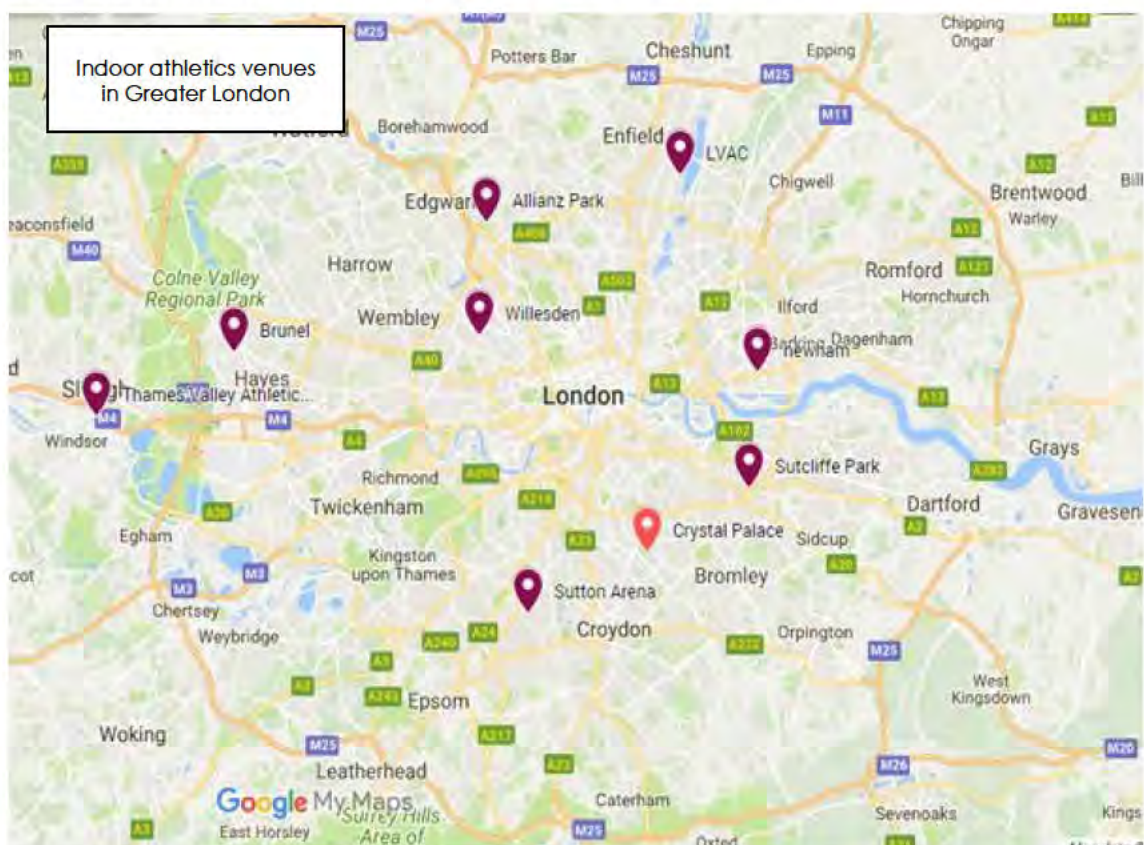
- 2.20 There is a long-established strategic guidance in athletics that the required supply of 400m synthetic outdoor tracks is one track per population of 250,000. In London terms, this is usually simplified to 'one per borough', and despite some boundary issues where a track may also serve neighbouring boroughs, this has led to a supply of 36 synthetic 400m tracks for the 33 boroughs.
- 2.21 the NSC is one of those 36 tracks, and due its position near the boundary of five boroughs, its catchment stretches outside its host borough of Bromley. Of particular interest are the boroughs of Lambeth, Southwark, and Lewisham.

- 2.22 Lambeth has a population of 318,000 and double the London average population density. It has no synthetic 400m athletics track, and little prospect of one ever being developed; consequently, residents looking for athletics training travel to other boroughs. For many Lambeth residents, the NSC is the track of choice – due to proximity, good public transport links, and a local perception that it is ‘neutral territory’.
- 2.23 In Southwark, the track is situated in Southwark Park, in the far north east of the borough close to the River Thames. For many residents in Camberwell and Dulwich, the track at the NSC is far more convenient. In Lewisham, the borough's track is fairly centrally located at Ladywell, but for residents of Forest Hill and Sydenham, it is easier to get to the NSC.
- 2.24 The accessibility of the NSC for users of public transport is of particular significance. The area is served by 13 bus routes, and the station on the edge of the park has national rail and overground links.

### Supply – Indoor

- 2.25 Indoor athletics facilities complement outdoor 400m synthetic tracks and provide year-round training opportunities for athletes at all levels, although they are of particular significance for athletes training at a higher level. The distribution of indoor facilities within Greater London is shown on the following map.

**Map 2.2: Indoor Athletics Tracks in Greater London**



- 2.26 As can be seen, the NSC is one of only three indoor athletics facilities within the M25 south of the River Thames. By contrast, north of the Thames, there are five indoor centres, including the two with the most extensive facilities: Lee Valley Athletics Centre (LVAC) and Brunel University, both of which are a considerable distance and travel time from the athletics communities of south London.



2.27 As noted in the previous section, the NSC is very accessible by public transport and its central location within South London means that it is well located to serve a wider population than that of its outdoor track catchment. It should also be noted, that the nearest indoor centres to the south of London are in Ashford, Kent (55 miles from Crystal Palace) and Horsham, Surrey (36 miles from Crystal Palace). This means for much of the London/Kent and London/Surrey borders, the London-based indoor centres are the choice of athletes looking for year-round training.

#### Current Usage

2.28 This section on existing usage of the athletics facilities at the NSC combines discussion on indoor and outdoor training, as the current facility access regime treats them as a single entity, with no data collection that differentiates between the two.

2.29 It has to be noted that while the outdoor track and field training facilities are generally in reasonable condition, the indoor facilities at the NSC are below the standard that one might expect for good quality training. There was a minor refurbishment before the 2012 Olympic and Paralympic Games, with a new surface laid and heating installed, but the fabric of the building is in poor condition. Consequently, there are problems of water penetration, even flooding.

2.30 Both facilities are available for training on a 'pay and play' basis, and - by prior arrangement with the centre management - to clubs on a group bookings basis. The throughput data on the following page has been supplied by GLL.

Table 2.2: Athletics Throughput at the NSC 2013 to 2017

Month	Category	Description	2013	2014	2015	2016	2017
January	Athletics - Casual / Contract	South London Harriers Adt	17	14	40	36	30
		South London Harriers Jnr	130	182	142	176	152
		Track Session Adult	192	163	347	521	290
		Track Session Jnr	100	155	281	324	213
		Track Speed				65	90
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (10)Junior					10	
	Club Athletics (20)Adult			20			
	Club Athletics (40)Adult		80				
	Club Athletics (50)Adult					100	
Grand Total			439	594	830	1122	915
February	Athletics - Casual / Contract	South London Harriers Adt	36	24	37	40	42
		South London Harriers Jnr	157	196	155	115	126
		Track Session Adult	161	169	272	303	265
		Track Session Jnr	146	168	259	263	180
		Track Speed			55	87	88
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (10)Junior					20	
	Club Athletics (20)Adult					20	
	Club Athletics (40)Adult		80				
	Club Athletics (50)Adult					50	
	Club Athletics (50)Junior					50	
Grand Total			500	637	778	808	861
March	Athletics - Casual / Contract	South London Harriers Adt	34	30	52	40	58
		South London Harriers Jnr	169	208	183	182	131
		Track Session Adult	138	190	353	330	256
		Track Session Jnr	176	144	252	233	212
		Track Speed			91	97	93
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (10)Junior	20					
	Club Athletics (20)Junior		20				
	Club Athletics (40)Adult		40				
Grand Total			537	632	931	882	780
April	Athletics - Casual / Contract	South London Harriers Adt	31	30	38	38	47
		South London Harriers Jnr	222	212	179	151	130
		Track Session Adult	131	149	296	349	250
		Track Session Jnr	207	138	262	201	146
		Track Speed			17	58	43
		Athletics - Club Admission	Club Athletics (20)Junior	80	20		
	Club Athletics (30)Adult					30	
Grand Total			671	549	792	797	646
May	Athletics - Casual / Contract	South London Harriers Adt	22	33	26	18	38
		South London Harriers Jnr	201	213	153	185	175
		Track Session Adult	146	149	336	267	261
		Track Session Jnr	147	101	178	217	242
		Track Speed			52	72	50
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (20)Junior	160				20	
	Club Athletics (40)Adult	40					
	Club Athletics (50)Adult	50					
Grand Total			766	496	745	759	796
June	Athletics - Casual / Contract	South London Harriers Adt	18	27	48	40	29
		South London Harriers Jnr	214	199	203	161	158
		Track Session Adult	154	357	407	224	250
		Track Session Jnr	118	139	313	249	261
		Track Speed			42	64	57
		Athletics - Club Admission	Club Athletics (20)Junior	160			
	Club Athletics (40)Adult	40					
Grand Total			704	722	1013	738	755
July	Athletics - Casual / Contract	South London Harriers Adt	18	35	42	31	52
		South London Harriers Jnr	220	217	127	131	175
		Track Session Adult	133	360	254	190	145
		Track Session Jnr	238	188	188	189	208
		Track Speed				40	64
		Athletics - Club Admission	Club Athletics (10)Junior	50			
	Club Athletics (20)Junior	220					
	Club Athletics (30)Junior					30	
	Club Athletics (40)Adult	40					
Grand Total			919	800	651	605	640
August	Athletics - Casual / Contract	South London Harriers Adt	4	36	29	35	30
		South London Harriers Jnr	160	96	99	119	118
		Track Session Adult	120	103	169	157	199
		Track Session Jnr	115	383	105	144	171
		Track Speed			5	27	2
		Athletics - Club Admission	Club Athletics (10)Junior	80			
	Club Athletics (20)Junior	160					
Grand Total			639	618	407	482	520
September	Athletics - Casual / Contract	South London Harriers Adt	15	30	19	17	18
		South London Harriers Jnr	220	163	184	185	203
		Track Session Adult	143	149	260	179	176
		Track Session Jnr	112	158	162	131	219
		Track Speed				76	108
		Athletics - Club Admission	Club Athletics (20)Junior		150		
	Club Athletics (50)Adult	50					
Grand Total			540	650	701	620	678
October	Athletics - Casual / Contract	South London Harriers Adt	14	24	60	22	28
		South London Harriers Jnr	295	154	169	165	263
		Track Session Adult	235	208	375	247	322
		Track Session Jnr	174	192	232	164	307
		Track Speed			119	170	84
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (30)Junior					30	
	Club Athletics (40)Adult					80	
Grand Total			718	578	955	838	1114
November	Athletics - Casual / Contract	South London Harriers Adt	14	46	53	33	32
		South London Harriers Jnr	152	106	202	194	229
		Track Session Adult	168	161	383	310	260
		Track Session Jnr	132	181	304	240	242
		Track Speed			114	197	55
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (10)Junior					10	
	Club Athletics (30)Junior					60	
	Club Athletics (40)Adult					40	
Grand Total			466	494	1056	1144	978
December	Athletics - Casual / Contract	South London Harriers Adt	12	32	22	23	5
		South London Harriers Jnr	100	89	117	83	54
		Track Session Adult	141	224	419	293	68
		Track Session Jnr	98	157	292	119	46
		Track Speed			82	109	17
		Athletics - Club Admission	Club Athletics (10)Adult				
	Club Athletics (20)Adult					40	
	Club Athletics (40)Adult	40				40	
Grand Total			391	502	932	727	230
			2013	2014	2015	2016	2017
annual totals:			7290	7272	9791	9522	8913

2.31 In consultation with the athletics community, the GLL throughput figures have been questioned, with the consensus being that they appear to understate the current usage. Factors that could explain this include:

- Access to the training facilities is via a single reception area on the first floor of the main NSC building, and thereafter making one's way to the indoor centre at ground floor level via an external link, or even further to the outdoor track. Anecdotally, athletes are said to have bypassed this route and gained access directly to the track or indoor centre at ground floor level
- Some athletes are part of the GLL Foundation programme for talented young athletes, and this entitles them to free facility usage. Foundation athletes are supposed to wait at reception and be checked in (and thus recorded in the usage figures) but reportedly many just make their own way through in groups
- There are reports that the queues at reception can be long and frustrating, leading to athletes 'tailgating' other centre users and passing through the turnstiles unrecorded
- Certain categories of centre membership include the right to unlimited (and unrecorded) use of the athletics facilities. This has two potential impacts on usage data: firstly, that athletes who train regularly calculate that membership is more cost effective than 'pay and play' join the scheme, but are no longer counted in athletics usage, and secondly – probably far less significant in numbers terms – that gym / swim members occasionally use the track without it being recorded.

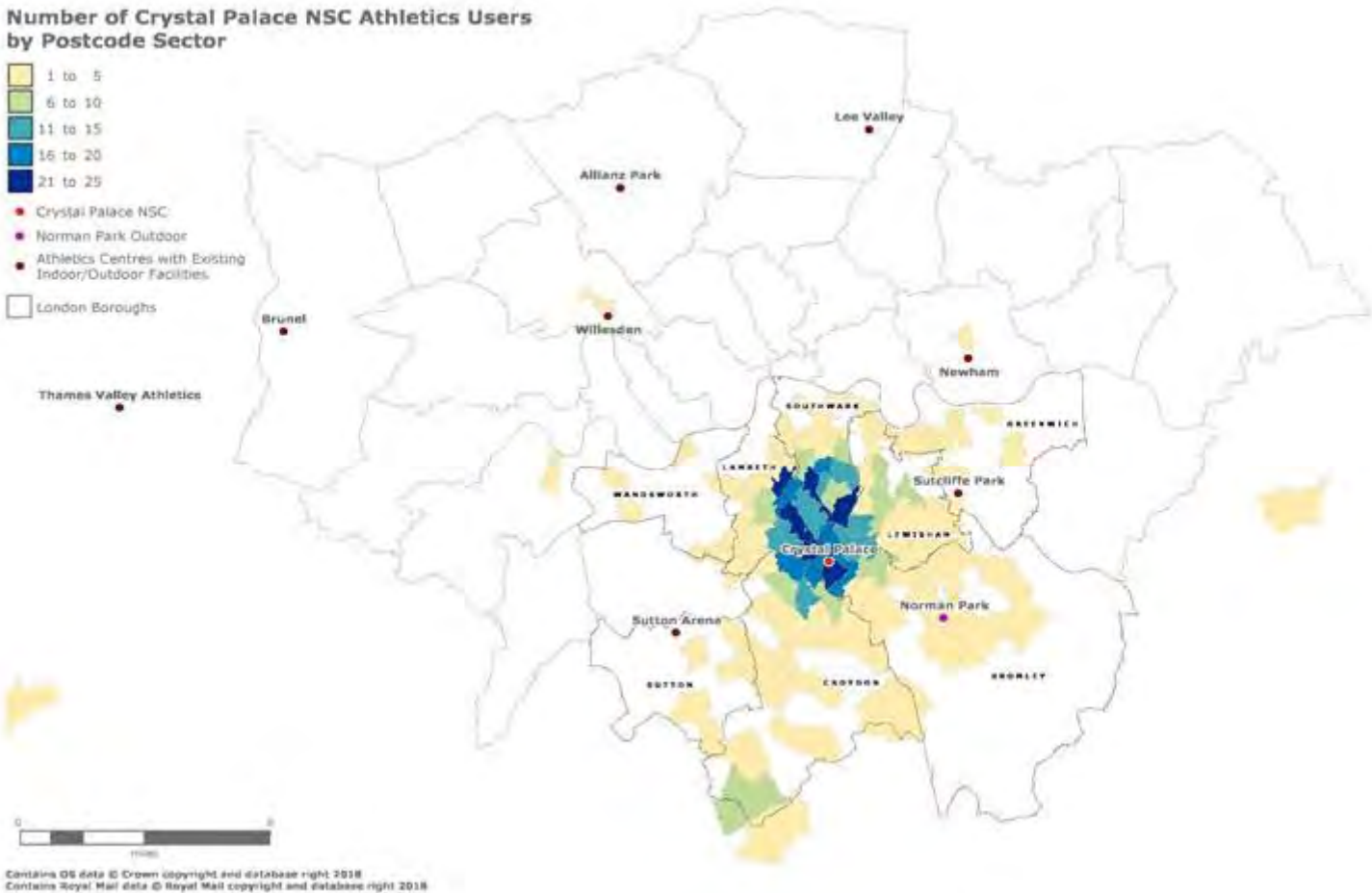
2.32 Attempts have been made to build a more comprehensive picture of existing usage, although this is not easily quantifiable.

- There are club bookings, with South London Harriers having a year-round booking for both senior and junior athletes, and Dulwich Runners using the outdoor track on Tuesday evenings from mid-April through to end September, averaging 40 athletes per session
- Training groups build up around key coaches, and they are amongst the most dedicated repeat users of the facilities, with athletes performing up to international level. For example, Trackspeed has a squad of 100m, 200m and 400m sprinters from grass roots to elite under the coaching of John Powell MBE
- GLL run a range of introductory and developmental sessions for young people in a number of age groups on Thursday evenings and Saturday mornings. The GLL website states 'we have over 300 young athletes taking part every week on our progressive programme' which is hard to reconcile with their own usage data
- Other sports make use of the athletics facilities, including those in Crystal Palace Triathletes and Crystal Palace Weightlifting Club
- The Harris Foundation, one of the key event users, is developing an athletics academy based at the NSC.

2.33 This reflects a well-used, if atypical, athletics facility. One would typically expect an 'anchor club' to dominate a track facility, with their usage centred on training nights (usually Tuesday and Thursday evenings plus to a lesser extent one day at weekends). At the NSC, there is a more balanced spread of usage over the week; while some athletes follow the Tuesday/Thursday evenings pattern, others train during daytime and/or on other evenings.

2.34 Attempts have also been made to determine the catchment of existing users. This is a challenging task, due to the aforementioned issues with capturing even accurate numbers, coupled with the fact that only members have their postcodes recorded. However, a straw poll has been taken by Crystal Palace Sports Partnership and mapped. The result is shown on the following page.

Map 2.3: Athletics Users by Postcode



- 2.35 It is notable that while there is a base of usage that radiates out from the NSC fairly evenly, the heaviest usage '**hotspots**' are to the north of the centre, extending particularly into Lambeth and Southwark. By contrast, the usage from the south of the centre lacks such hotspots, with the exception of the immediate vicinity.
- 2.36 Consultations on this issue, both with key individuals and with the athletics focus group, confirmed the residual demand for training at the NSC. However, one point came out more strongly than any other: we train at the NSC despite the quality of the facilities, the pricing and the management, not because of them.
- 2.37 The condition of the facilities has already been highlighted, and pricing may always be contentious for a sport that prides itself on accessibility, but there is resentment that the facilities have seemingly been allowed to deteriorate. Furthermore, there is a feeling that athletics at the NSC **lacks a social 'heart'**. **There is no clubroom or refreshment facility** associated with the training provision.
- 2.38 In conclusion, current usage levels for athletics training at the NSC are hard to accurately quantify for a range of reasons, some of which are within control of the current management and some which are not. A combined picture of the data that has been captured, and the picture built anecdotally and through consultation, suggests that there is a bedrock of users, mostly from the inner South London boroughs, who are committed to the NSC and not put off by the current condition of the facilities and the absence of a social hub. Subsequent sections will discuss how that bedrock can be built upon to develop wider and deeper usage patterns.

## AQUATICS

### Aquatics 50m Pool

#### Background

- 2.39 Swim England has a Strategic Plan for Swimming in England 2017-21 and also a Swim England/ASA London Region Competition Facilities Framework. The objectives of the strategic plan are:

*'To have suitable competitive and training facilities throughout England, to accommodate a quality sustainable club infrastructure and to increase the size and success of the English talent pool.'*

- 2.40 There is explicit recognition that for sustainability, a 50m competition pool should always be able to function as a community pool.
- 2.41 The Swim England strategy is explicit on the need for five 50m pools located in London for community participation and to provide a competition pools for events use. The NSC is the Swim England designated community participation pool to serve SE London. At the elite competition level, the NSC is one of the two designated 50m competition pools in London, along with the London Aquatics Centre.
- 2.42 The Swim England view is the NSC pool has to be retained to meet these strategic needs. The scale of provision for competition pools involves a 50-metre by eight-lane competition pool with a swim down pool (at the NSC currently the diving pool but has been the teaching pool in the past). If there is a bulkhead and moveable floor this facility is likely to provide as well, a 25m x eight-lane short course competition swimming pool in the same water space. The NSC does not have this capability but there are other pools in London of a scale to provide and meet the requirements for short course championships.
- 2.43 The Swim England Competition and Community Facilities Framework is accepted by Sport England as a valid procedural process for identifying swimming facility needs. Swim England has identified that London Region requires five x 50-metre competition pools, one for each quadrant and one centrally. The 50-metre pool provision for the London south-east quadrant is the NSC. In the view of Swim England, the loss of the NSC would require a replacement. The need for this is overwhelming, not least from the need of a pool of this scale to serve the current and projected population increase in London. The requirements for diving are set out under the diving pool heading.

#### Usage

- 2.44 The programme for the main 50m pool is set out below and this is for September 2017. This is considered to be a typical programme of use for the pool. The data in the programme is set out in order of the use of each lane for each day and throughout the opening hours.
- 2.45 It is understood from GLL that for the period the data has been collected, there have been 4 lanes provided for public swimming (lanes 1 – 4) and four lanes for swimming clubs (lanes 5 – 8). However, as the programme shows, there are times when the number of lanes for club swimming does increase slightly.
- 2.46 The 50m pool is always in 50m mode and there are not sub divisions of the pool. The peak hours allocated for club swimming are weekday evenings 6pm- 8pm. However, this does extend to 5pm on some evenings or even earlier.

Table 2.3: Programme of use 50m Pool September 2017

Day	Morning/Evening	Time	Lane 8	Lane 7	Lane 6	Lane 5	Lane 4	Lane 3	Lane 2	Lane 1	
Monday	Morning	5.30am									
		6.00am									
		6.30am									
		7.00am									
	Evening	5.30pm									
		6.00pm									
		6.30pm	Better Swim School 4.30pm - 7pm	Beckenham 5.30pm - 7.30pm	Beckenham 5.30pm - 7.30pm	Beckenham 5.30pm - 7.30pm					
		7.00pm					Public 07.00am - 9.30pm	Public 07.00am - 9.30pm	Public 07.00am - 9.30pm	Public 07.00am - 9.30pm	
		7.30pm	CP Triathlon 7.30pm - 8.30pm	CP Triathlon 7.30pm - 8.30pm	Spencer 7.30pm - 9pm	Spencer 7.30pm - 9pm	Leander 7.30pm - 9pm				
		8.00pm									
		8.30pm									
		9.00pm									
		9.30pm									
Tuesday	Morning	5.30am									
		6.00am			Masters 6.00am - 7.00am	Masters 6.00am - 7.00am	Masters 6.00am - 7.00am	CP Triathlon 6.00am - 7.00am			
		6.30am									
		7.00am									
	Evening	5.30pm					Public 07.00am - 6.00pm				



Day	Morning/Evening	Time	Lane 8	Lane 7	Lane 6	Lane 5	Lane 4	Lane 3	Lane 2	Lane 1	
		6.00pm	BSS fill 7pm	Saxon Crown 6pm - 8pm	Saxon Crown 6pm - 8pm	Dulwich Dolphins 6pm - 8pm		Public - 07.00am - 7.00pm	Public - 07.00am - 7.00pm	Public - 07.00am - 7.00pm	
		7.00pm	Saxon Crown 7pm - 8.30pm					Dulwich Dolphins 6pm-8pm	Otter 7pm-8pm	Spencer 7pm-8.30pm	Spencer 7pm-8.30pm
		7.30pm									
		8.00pm									
		8.30pm	Water polo	Water polo	Water polo	Water polo	Water polo	Water polo	Water polo	Water polo	
		Wednesday	Morning	5.30am	Beckenham 05.30am - 07.30am	Beckenham 05.30am - 07.30am	Beckenham 05.30am - 07.30am				
6.00am											
6.30am											
7.00am											
Evening	5pm		Better Swim School 5pm - 7pm	Water Polo 5.30 - 7pm	Water Polo 5.30 - 7pm	Leander 5.00pm - 7pm	Leander 5.00pm - 7pm	Public - 07.00am - 9.30pm	Public - 07.00am - 9.30pm	Public - 07.00am - 9.30pm	
	6.00pm										
	6.30pm										

Day	Morning/Evening	Time	Lane 8	Lane 7	Lane 6	Lane 5	Lane 4	Lane 3	Lane 2	Lane 1
		7.00pm								
		7.30pm	Wandsworth	Leander	Bromley - 7pm - 9pm	Bromley 7pm - 9pm				
		8.00pm	7- 8.30pm	7- 8.30pm						
		8.30pm								
		9.00pm	Better Swim 8.30- 9.30pm	Better Swim 8.30- 9.30pm			CP Free divers - 8.30pm - 9.30pm			
Thursday	Morning	5.30am								
		6.00am								
		6.30am			Masters 6.00am - 7.00am	Masters 6.00am - 7.00am	Masters 6.00am - 7.00am			
		7.00am								
	Evening	4.00pm	Better Swim School 4.00pm - 7.30pm	Dulwich Dolphins - 5.30pm - 7.30pm	Dulwich Dolphins - 5.30pm - 7.30pm	South Croydon - 5.30pm - 7.30pm	South Croydon - 5.30pm - 7.30pm	Public - 07.00am - 8.30pm	Public - 07.00am - 8.30pm	Public - 07.00am - 8.30pm
		6.00pm								
		6.30pm								
		7.00pm								
		7.30pm								
		8.00pm	Bromley - 7.30pm - 9pm	Bromley - 7.30pm - 9pm	O Jays 7.30pm - 9pm	O Jays 7.30pm - 9pm				
8.30pm										
Friday	Morning	5.30am	Dulwich Dolphins - 6am - 7.30am	Dulwich Dolphins - 6am - 7.30am						
		6.00am								
		6.30am								

Day	Morning/Evening	Time	Lane 8	Lane 7	Lane 6	Lane 5	Lane 4	Lane 3	Lane 2	Lane 1
	Evening	7.00am								
		5.30pm	Beckenham - 5.30pm - 7.30pm	Beckenham - 5.30pm - 7.30pm	Croydon Amphibs - 5.30pm - 7.30pm	Croydon Amphibs - 5.30pm - 7.30pm	Public 07.00am - 6:30pm	Public 07.00am - 6:30pm	Public 07.00am - 6:30pm	Public 07.00am - 6:30pm
		6.00pm								
		6.30pm								
		7.00pm								
Saturday	Morning	6.30am	Hub Sessions - 06.30am - 10.30am	Hub Sessions - 06.30am - 10.30am	Hub Sessions - 06.30am - 10.30am	Hub Sessions - 06.30am - 10.30am	Hub Sessions - 06.30am - 10.30am	Hub Sessions - 06.30am - 10.30am	Public 08.30am - 5pm	Public 08.30am - 5pm
7.00am										
7.30am										
8.00am										
8.30am										
9.00am										
9.30am										
10.00am										
Sunday					Currently Not Available					

- 2.47 The data on pool usage by the Crystal Palace network of 12 swimming clubs is set out in Table 2.4 below. This is followed by the data for the casual public recreational swimming of the 50m pool. The total usage of the pool does include other types of use – as identified in the programme, for example water polo from 8.00pm – 8.30pm on Tuesday evenings when it has access for all eight lanes.
- 2.48 Also, there will be times when the pool is unavailable because of events on weekends, afternoons. The aquatics (events programme for 2016 and 2017 is set out separately.
- 2.49 So, the level of use for club swimming and public recreational swimming should be taken as indicating the vast majority of the use of the 50m pool throughout the week but not all the use.

**Table 2.4: Crystal Palace Club Swimming Network Usage 2013 - 2017**

Year	Total usage (Visits)	Year on Year Change
2013	93,222	
2014	86,415	- 6,807
2015	137,058	+ 50,643
2016	123,163	- 13,895
2017	104,887	- 18,276
<b>Total</b>	<b>544,745</b>	

2.50 The following observation can be made:

- The number of visits has fluctuated from a low of 86,415 in 2014 to a high of 137,163 visits in 2015. There is not a consistent pattern of usage/trends over the five years and the variations in year on year change fluctuate considerably. For example, the level of use in 2017 is some 11,6655 visits or 12.5% higher than in 2013.
- The amount of pool time and number of lanes for clubs has remained constant across all the five years, with four lanes for club swimming for the hours allocated for club use. So, the variation in usage is not because of changes in the amount of pool time available to clubs.
- The variations are not explained by changes in the levels of club membership, for example fewer club member and so lower usage. In contrary, the consultation findings have identified constant and increasing levels of club membership. Furthermore, some clubs have closed access for new members, for example Beckenham Swimming Club because of lack of pool time to coach more members.
- A possible explanation is that clubs are getting more pool time at other sites and so their use of the NSC is less. However, this is not consistent with what the clubs have said in consultation and there is a very strong view the clubs should be allocated more pool time.
- Furthermore, in consultation, clubs such as Barnes Swimming Club, have said they would like to have access to the Crystal Palace swimming club network but cannot do so because the club pool time is full. It is also understood clubs such as Richmond and Teddington would also like to be part of the Crystal Palace swimming clubs network.

2.51 In short, it is difficult to explain the reasons for the fluctuations in the levels of club use, given the amount of pool time has remained constant. The increasing levels of use over

the five years and the consultation findings are supportive of the need for more club pool time.

#### **50m Pool public recreational swimming**

2.52 The data for the number of visits for the public recreational swimming of the 50m pool for years 2013 – 2017 is set out in Table 2.5 below.

**Table 2.5: NSC 50m pool casual swims usage 2013 – 2017**

Year	Total usage (Visits)	Year on Year Change
2013	77,696	
2014	73,955	- 3,701
2015	70,713	-3,242
2016	75,520	+ 4,807
2017	72,572	-2,948
<b>Total</b>	<b>370,456</b>	

2.53 The following observation can be made:

- The level of usage for casual recreational public swimming has remained at very similar levels over each of the 2013 – 2017 period. The fluctuation range is from the lowest of 70,713 visits in 2015 to 77, 696 visits in 2013
- Given the pool time available for recreational swimming have remained constant over the five-year period it means the findings for each year are comparable in the sense of the amount of pool time. The findings indicate there is a near consistent and constant demand from the public to swim in a 50m pool and this is reflected in the level of demand and usage
- The consultation findings did indicate the uniqueness of the NSC, in that it is possible to swim 50m and it appears this does have appeal - for this level of usage.

#### **Comparison of club and public recreational swimming usage**

2.54 The clear finding from the figures in Tables 3.4 and 3.5 are that the swimming club usage is significantly greater than the public recreational usage. Club usage representing a total of 544,745 visit over the five-year period and public recreational swimming representing 370,456 visits, a difference of 174,289 visits, or, 31.9%.

2.55 For the peak weekday evening hours, the pool lanes are divided equally between club use and public recreational swimming, with 4 lanes each but slightly more for clubs on some evenings. Outside of these peak hours the pool is programmed/available for public recreational swimming and so there is considerably more pool time available for public swimming. It is not like for like in pool time when looking at the total hours available for each activity.

2.56 In short, there is considerably more time/capacity available for public recreational swimming, but it has considerably lower levels of use/visits than the club swimming use.

2.57 A key question is how does the level of use reflect on the capacity of the pool, is it a "good or low level" of usage? This is a very difficult question to answer because the NSC is unique, in that it is a 50m pool and which is in 50m mode all the time. Virtually all

other 50m pools are sub divided with movable bulkheads and the total pool is sub divided, usually into 3 separate pool areas for the majority of the time.

- 2.58 A "typical" 50m pool will only be in 50m mode for between 5% - 10% of the weekly hours of operation, whereas the NSC is in 50m mode for 100% of the hours of operation. So, comparison with other pools usage is not a like for like comparison.
- 2.59 To provide an example of the lack of validity/challenges in making comparisons, the Corby East Midlands International Pool is a 50m x 8 lane pool (same as the NSC) but also includes diving boards, not up to 10m, within the main pool, not separate and it has a movable floor and bulkhead. The pool opened in 2009 and it is the only public swimming pool site in Corby. The town has a population of 69,000 residents in 2017. The pool is programmed to provide for learn to swim, recreational swimming, club swimming development, lane and fitness swimming activities such as aqua aerobics and diving.
- 2.60 The total annual throughput of the Corby 50m pool in 2017 is estimated to be 357,000 visits. The flexibility of the pool with a movable floor and bulkheads allows the pool to provide for over 20 different types of swimming activities, with the pool sub divided into three separate pool areas for most of the opening hours.
- 2.61 The combined annual use of the NSC 50m pool with the highest annual throughput for club use (2015 and 137,058 visits) and public recreational swimming (2013 77,696) is 214,754 visits.
- 2.62 Whilst the two pool sites have the same main pool, 50m x eight lanes the difference described between the two in catchment areas, flexible and dedicated pools make comparisons of visit numbers and throughout virtually meaningless. The performance of each pool should be should be measured against the key performance indicators set for it.
- 2.63 What it demonstrates however is that with a more flexible pool space and consequent programming greater throughput and a more diverse offer can be delivered, across the physical activity spectrum. Swim England have had significant success looking at more effective pool programming at sites across the country. The challenge is how to strike a balance recognising the strengths of the NSC but also ensuring the programme meets wider needs at appropriate times.
- 2.64 Sport England does not provide benchmark figures for pool usage for 50m pools. It does provide benchmark figures for a 25m x four lane pools and where there is a range of swimming activities which includes: learn to swim; public recreational swimming; lane and fitness swimming and swimming development through clubs.
- 2.65 The benchmark figure for this scale of pool and programme of use, is an annual total throughput of 137,500 visits for a 50week year. These comments are provided for illustration only and cannot be used to make comparisons, as the role and scale of a 25m x 4 lane community pool and the NSC are completely different.

*Swimming pools within the NSC catchment area for community level swimming*

- 2.66 Finally, under this 50m pool heading it is important to report the changes in swimming pool provision in the NSC catchment area as this may be impacting on the visit numbers at the NSC. It is also important evidence in any consideration to broaden and increase the range of swimming activities at the NSC.
- 2.67 As previously set out, 2012 – 2014, saw six new/modernised swimming pool sites, with a total of 11 individual pools. All these pools are within a 0 -10 and 10 - 20-minute drive

time of the NSC. Whilst none are 50m pools, they are modern 25m x six or eight lane pools and which will provide and promote lane and fitness swimming amongst all other activities as well as club swimming.

- 2.68 These pools are the new competition to Crystal Place, along with the existing network of community pools. Details of the new pool sites are set out in Table 2.6 below.

**Table 2.6: Swimming pool provision Lambeth, Croydon and Lewisham 2012 – 2014**

Name of Site	Type	Dimensions	Area	Site Year Built	% of Capacity Used	% of Capacity Not Used	Car % travel	Public Tran % travel	Walk % travel	
<b>LAMBETH</b>										
CLAPHAM CENTRE	LEISURE	Main/General	25 x 13	325	2012	100%	0%	36%	15%	49%
CLAPHAM CENTRE	LEISURE	Learner/Teaching/Training	13 x 7	91						
STREATHAM ICE & LEISURE CENTRE		Main/General	25 x 16	400	2013	100%	0%	54%	16%	30%
STREATHAM ICE & LEISURE CENTRE		Learner/Teaching/Training	13 x 10	130						
WEST NORWOOD HEALTH AND LEISURE CENTRE		Main/General	25 x 13	325	2014	100%	0%	46%	15%	39%
<b>LEWISHAM</b>										
FOREST HILL POOLS		Main/General	25 x 13	325	2012	90%	10%	54%	16%	30%
FOREST HILL POOLS		Learner/Teaching/Training	17 x 7	117						
GLASS MILL LEISURE CENTRE		Main/General	25 x 17	425	2013	100%	0%	52%	18%	30%
GLASS MILL LEISURE CENTRE		Learner/Teaching/Training	20 x 8	160						
<b>CROYDON</b>						<b>76%</b>	<b>24%</b>	<b>63%</b>	<b>12%</b>	<b>26%</b>
WADDON CENTRE	LEISURE	Main/General	25 x 13	313	2013	100%	0%	72%	14%	15%
WADDON CENTRE	LEISURE	Learner/Teaching/Training	18 x 13	219						

- 2.69 Furthermore, in looking at the competition, the NSC 50m pool does not have the features of inflatables and slides, or shallow water which attracts family swimming activity and are pools to develop confidence in water. The new pools plus the network of other existing pools will appeal to this market.
- 2.70 These pools will provide the all-round recreational and physical activity swimming offer which Crystal Place does not. The network of ALL the community swimming within a 20-minute drive time of the NSC is very extensive and is illustrated in Map 2.4 overleaf. The purple diamond is representative of the pool size and the Crystal Palace symbol is the largest.
- 2.71 The total supply of swimming pools across the five Boroughs is set out in Table 2.7 and this is followed by Map illustrating the location and supply of the pools within a 20-minute drive time of the NSC. The size of the purple diamond is representative of the size of the pool site and the NSC is the largest site.

**Table 2.7: Supply of swimming pools in each of the five boroughs**

Total Supply	Bromley 2017	Croydon 2017	Lambeth 2017	Lewisham 2017	Southwark 2017
Number of pools	22	19	10	11	16
Number of pool sites	13	13	6	6	13
Waterspace per 1,000 population	20	11	7	9	12
London wide waterspace per 1,000 population 2017 = 11 sq metres of water					



Map 2.4: Location of swimming pool sites within a 20-minute drive time of the NSC



Sport England assumes no responsibility for the completeness, accuracy and currency of the information contained on this map/report. This information is taken from the Active Places Power website and its terms and conditions apply. 3/1/2019 16:11

## Overall Summary 50m Pool

- 2.72 The level of usage for club swimming has fluctuated over the 2013 – 2017 period and there is no apparent or consistent trend. The amount of pool time has remained constant and does not appear to be a reason for the fluctuation. The Crystal Palace network of swimming clubs are requesting more pool time and there are other clubs which would like to be part of the network but cannot because of lack of pool time. It will be important to tie in the long-term commitment of clubs to ensure future sustainability.
- 2.73 Whilst the pool lanes are split equally in terms of number of lanes for both club and recreational swimming in the weekly evening peak period, the total hours available for public recreational swimming are considerably more than for club swimming, over the total weekly hours. So, less time but much higher usage for club swimming than for public recreational swimming but which has much more pool time over the week.
- 2.74 Swimming club usage represents a total of 544,745 visits over the five-year 2013 – 2017 period and public recreational swimming represents 370,456 visits, a difference of 174,289 visits, or, 31.9%.
- 2.75 Furthermore, the type of use of the 50m pool for public recreational swimming appears to be very much focused on people who like to swim in a 50m pool and do 50m lengths, also as part of the wider fitness offer. The public recreational swimming figures are broadly constant over five years and reflect the attraction of being able to swim in a 50m pool. It has to be asked, however, if this level of demand will remain constant.
- 2.76 Having said this it is acknowledged that the 50m pool programming is a product of it being the pool that members use, and the scale and timing of member or recreational swimming is an important part of the offer. 'Casual' pool access is an important part of the wider health and fitness membership offer and health and fitness membership are going to remain important part of the centre in the future.
- 2.77 The dilemma therefore is how should the pool be programmed in terms of the balance of lanes, particularly at peak times? This is asked because of the much lower public usage at peak times, which contrasts with more swimming clubs who would like to be part of the Crystal Palace network but cannot because of lack of pool time/lanes. These questions are returned to in considering the future for the 50m pool.
- 2.78 Finally, the 50m pool is not really designed to be a family community pool and as the supply and demand analysis sets out, there is an increasing stock of modern and accessible pools within the NSC catchment area that provides for the full range of community swimming activities and perhaps better placed to meet these needs than the NSC. These pools will have an appeal for swimmers and families who prefer this all-round swimming offer. So, trying to broaden the appeal of the 50m pool to attract families will mean it is now it is competing for usage with an extensive network of modern and accessible pools specifically designed for family and community use.
- 2.79 The need to retain the 50m pool and options of change do interact with the 25m learn to swim pool and these have to be set out before considering the options for change.

## Training Pool

### Background

- 2.80 This pool is 25m long and 12.5m wide with six lanes and has a depth of 0.9m - 1.0m. It is the training pool but often referred to as the learn to swim pool. It is located in a separate part of the NSC complex but was opened at the same time in 1965. It has its own separate changing area and according to the data the changing area has not been extensively modernised.
- 2.81 The training pool provides a dedicated learn to swim pool for the teaching of local school children to meet the national curriculum key stage 2 requirement. Namely for children to swim competently, confidently and proficiently over a distance of at least 25 meters, using a range of strokes effectively and being able to perform safe self-rescue.

### Usage

- 2.82 The pool is programed for school use during the school term day. Outside of these hours it also provides for a learn to swim programme which is operated by GLL. GLL also provides the instruction programme for the schools learn to swim programme.
- 2.83 The data for the number of visits for the schools learn to swim programmes in the training pool for years 2013 – 2017 are set out in Table 2.8 below.

**Table 2.8: NSC school swimming (training pool)**

Year	Total usage (Visits)	Year on Year Change
2013	38,540	
2014	16,170	- 22,370
2015	9,150	- 7,020
2016	16,890	+7,740
2017	31,490	+ 14,600
<b>Total</b>	<b>112,240</b>	

- 2.84 The following observation can be made:
- There is considerable variation in the number of visits in each year, ranging from 9,150 visits in 2015 to 31,490 visits in 2017 but still below the highest year of 38,540 visits in 2013. The trend has however been to increase from 2015 onwards.
  - Consultation findings identified that the time and cost of travel to the centre by schools is impacting on the ability of primary schools to continue to meet the national curriculum requirement of teaching children to swim. It is as much about travel time to/from the venue and the competing school curriculum time as it is the cost of travel and the instruction. This problem is widespread and not unique to the NSC.
- 2.85 There are explanations as to why the level of the schools learn to swim programme has fluctuated, based on the school costs and the time competing with other national curriculum requirements. However, it does appear the penetration for the learn to swim programme across the primary schools is low. It may well be the increase in provision of local community pools in the NSC catchment area with access to modern pools and which are closer to school is drawing demand away from the NSC. Quality of facility is also a factor.

- 2.86 However, to provide context, there are 327 state junior schools across the five local boroughs, with 78 schools in Bromley, 88 primary schools in Croydon, 64 primary schools in Lambeth 63 primary schools in Lewisham and 34 primary schools in Southwark. Obviously only a proportion of these will be within (say) a 3-mile catchment area of the NSC but is reasonable to assume 50+ schools are within the catchment area. The level of uptake in the school's programme at the NSC appears low, in relation to the potential from the actual number of schools. Whilst fully acknowledging the school limitations of time and cost of travel and the increasing number of community pools sites in the Crystal Palace area.
- 2.87 To provide further context, the Crystal Palace diving programme has tested and introduced diving to 158,000 pupils from South London primary schools between 2006 – 2017, so an average of 13,166 junior school pupils each year. These are pupils and not visits and it is across the five boroughs and also includes Wandsworth. The figures cannot be compared with the visit rate for the learn to swim visit numbers. However, it is an illustration of the scale of a proactive programme to introduce diving to junior school pupils.
- 2.88 The data for the number of visits for the learn to swim programme operated by GLL and outside of the schools learn to swim programme for 2013 – 2017 are set out in Table 2.9 below.

**Table 2.9: NSC GLL swimming courses (training pool)**

Year	Total usage (Visits)	Year on Year Change
2013	300	
2014	69,224	+ 68,924
2015	87,774	+ 18,550
2016	84,404	- 3,370
2017	91,264	+ 6,860
<b>Total</b>	<b>322,966</b>	

- 2.89 The following observation can be made:
- There has been a year on year increase in the number of visits for this programme and it does demonstrate there is an increasing demand/market for learn to swim programmes.
  - The total figure of 322,966 visits over the five years is nearly three times higher than the schools total learn to swim programme of 112,240 visits. It is also getting close to the total casual swim visits of 370, 456 visits over the five years. Again, context for the evident demand for learn to swim programmes.

#### **Overall Summary Training Pool**

- 2.90 The training pool provides a dedicated fit for purpose learn to swim pool. The other pools at the NSC are not suitable for learn to swim because of pool depth, dimensions and location within the centre. It is another feature of the uniqueness of the NSC, in that it has dedicated and separate pools that can provide dedicated use for particular swimming activities. There is scope to develop learn to swim programmes without impacting on the use of the other pools.
- 2.91 The scale of the learn to swim programmes is extensive and across the two programmes it averages 87,041 visits for each of the five years 2013 – 2017. However, the programme is very much dominated by the GLL learn to swim programme and this represents 74% of the total usage averaged over the five years. The GLL programme is

increasing in visit numbers and the year on year usage in 2017 is a 31.8% increase on the 2013 usage.

- 2.92 The schools learn to swim programme represents 26% of the total usage of the training pool and the annual usage over the five-year period. Plus, the year on year usage fluctuates and quite markedly. The 2013 usage was 38,140 visits and this declined to 9,150 visits in 2015 but has increased to 31,490 visits in 2017. The 2017 usage represents a 17% decline on the 2013 usage.

#### Consultation Findings

- 2.93 Consultation findings suggest the fluctuation/decline is due to competing school curriculum time for all national curriculum requirements and the school time/cost of travel for visiting the NSC. The increase in six community swimming pools in the NSC catchment area could mean some schools are now located closer to modern and more accessible swimming pools, and this is contributing to a transfer of learn to swim programmes to these venues.

- 2.94 Other consultation findings have identified very significant advantages for the dedicated training pool. Namely:

- Depth - at 1m deep it is a perfect for teaching all ages of non-swimmers. The small teaching Pool (adjacent to the 50m racing pool) is too shallow to teach adult beginners) but is deep enough for swim clubs to use for warm up purposes
- Size –the training pool can comfortably accommodate five separate classes at the same time
- Self-contained and dedication- as it has its own changing rooms it is able to run school swimming sessions completely separate to the public swimming, this is particularly important with the special needs schools
- Temperature - the warm air and water temperature combined with the depth makes it perfect for young babies. Being a separate and smaller environment makes it easy to regulate the air temperature
- Other than the learn to swim programmes – there are family swims and pool parties. The teaching pool adjacent to the 50m racing pool accommodates family swims but it is often too draughty, and its depth makes it difficult for taller users. Also, the teaching pool's proximity and direct access to the main pool makes it a potential risk to small children. So, the training pool is much more suited to family swims and parties
- The pool's flexibility to accommodate all levels of swimmers. Loss of this pool would mean no suitable facility for adult's beginners, no self-contained venue for schools and a severe reduction in the numbers of pupils taught. Given that a 2017 report stated that approximately one third of school children in the UK are unable to swim, it underlines the need to support school swimming and learn to swim programmes.

- 2.95 Overall only the training pool provides all the features and advantages for a dedicated learn to swim pool.

- 2.96 In terms of trying to benchmark the usage for a dedicated learn to swim pool, there are not comparative pools to be able to provide an assessment. Reverting to the Sport England benchmark figures for a 25m x 4 lane pools, the annual total throughput is

137,500 visits for a 50-week year. The training pool across both learn to swim programmes is averaging 87, 000 users and this in a 6-lane pool.

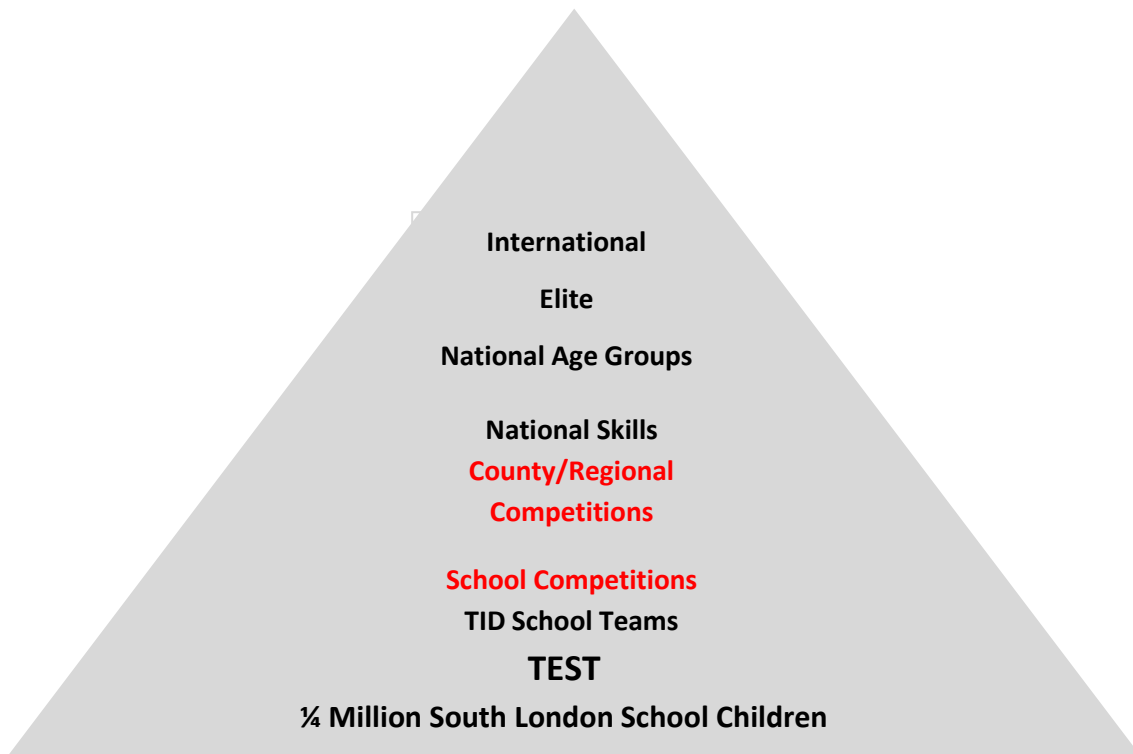
- 2.97 The Sport England figures are however based on a full programme of community use that includes learn to swim, public recreational swimming lane and fitness swimming and club development. So, the NSC usage for just one activity does compare very favourably with the Sport England benchmark figures, for four different swimming activities. Further evidence of a sustained demand for the training pool and learn to swim programmes.
- 2.98 The conundrum with the training pool is this contrasting levels of use for the different learn to swim programmes. They operate at different times of the day and so do not conflict/compete for pool time. Both programmes are needed and ideally with an increase in the schools' programme.
- 2.99 The need to retain the training pool and options of change do interact with the 50m pool and these are considered in the future section

## Diving Centre

### Background

- 2.100 The diving pool is a separate pool it is 20.11m long and 15.84m wide with a depth of 4.78m. There are two x 1m spring boards, two x 3m spring boards, one x 5m, 7.5m and 10m platform boards. The diving pool provides a dedicated pool for diving at all levels and for water polo.
- 2.101 There is also a dive gym, and this includes four x dry boards, five trampolines, three spotting harness, wall bars & mirrors.
- 2.102 The diving pool combined with the dive gym means there is a facility at the NSC which is not replicated elsewhere, but there is a need to improve and potentially expand on the provision.
- 2.103 The NSC diving pool meets the requirements for diving competitions up to international level, except it does not have the boards required for synchronised swimming.
- 2.104 The Crystal Palace Diving Club is one of eight Swim England Diving Development Centres (DDCs) in England. Swim England supports these centres to increase the number of participants and qualified coaches in the club. The NSC is awarded this funding to support the work the club does at a local, regional and national level to develop divers and coaches. Swim England is supportive of the club and considers it has an excellent track record of performance at all levels.
- 2.105 Swim England has a two-tier system of funded diving programmes – Talent Development Centres (TDCs) focus on elite performance and there are five of these centres. There are then the Diving Development Centres and the NSC is the only centre serving London. Crystal Palace links with Dive London Aquatics Centre.
- 2.106 The Crystal Palace club exceeds its role as a Diving Development Centre and has divers on every level of the England National Talent Programmes. This is from nine-year olds attending the Talent Selection event The Talent Games, through to a number of divers being selected onto the British Diving Tokyo 2022 Platform development programme.
- 2.107 The programme of diving development undertaken by the Crystal Palace club is extremely extensive. The hierarchy of diving development is set out in the diagram overleaf.

Diagram 2.1: Crystal Palace Diving Development Programme



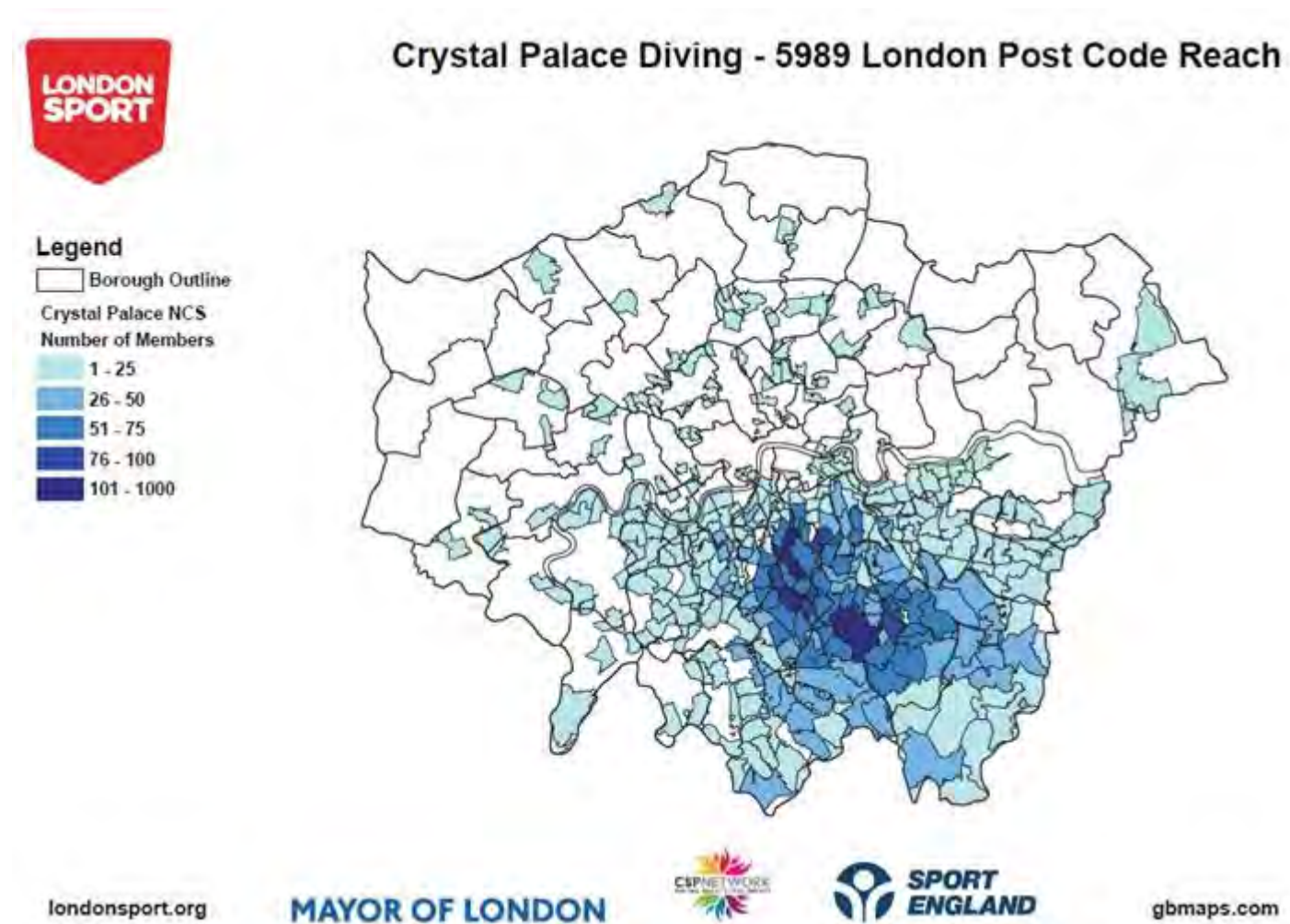
2.108 The programme starts with the diving testing programme for local primary school children. It works across school in South London, the five Boroughs and more widely with a diving testing programme. Since 2006 some 157,800 children have been engaged in the diving testing programme an extensive outreach programme.

2.109 The club with Sport England support organises the start school and community programme across South London. Some 700 children from 250 schools across South London Boroughs have participated in this programme. The club works with the talented divers to train and compete in regional and national completion programmes. For the past six years the Crystal Palace club have been the junior national age group champions. At the elite level the club has four elite coaches, funded in part by British Diving but also funded directly by the club, to support the development of elite divers to national, international and Olympic level competition.

2.110 The geographical coverage of the diving community programmes is illustrated in Map 2.5.



Map 2.5: Crystal Palace Diving Club Community Programmes Coverage



## Usage

- 2.111 The programme of use for the diving pool is 36 hours a week for elite, schools & community use. The dive gym also has a programme for 36 hours and for the same range of users. During school holidays the programme increases to an extra 16 hours for the diving pool and the dive gym.
- 2.112 The consultation findings are extremely supportive of the Crystal Palace Diving Centre. The endorsement, designation of the centre and funding support from Sport England is already set out.
- 2.113 The London Schools Swimming Championships (LSSA) commented that the Crystal Palace Diving Centre and Club is very important to the London Schools Swimming Association (LSSA). The centre hosts the annual Secondary Schools Swimming Championships. There is no other venue with the seating capacity and which is affordable to host this event. Many entries to the schools diving competitions come from 257 local primary schools across South London.
- 2.114 LSSA is committed to producing a National Schools Diving Championships across a five-year programme, the majority of our winner's train at the NSC.

### Overall Summary Diving Pool

- 2.115 There is strong evidence for continuing to support investment in the facilities and the provision of a diving sports development programme at the NSC. The current programme is very successful.
- 2.116 The Crystal Palace Diving Centre has set out a project for development of the diving facilities at the NSC and this is set out under the future section of the report.
- 2.117 What needs to be understood more clearly during the next phase of work is the business model, particularly if it is being recommended that public investment is made for sole use of facilities.

## INDOOR HALL SPORTS

### Main Arena

- 2.118 The NSC main arena is 46m long by 29.18m wide and has a Junckers Sylva premium beech semi sprung floor. This area provides six badminton courts, two basketball courts, one basketball show court, two volleyball courts, one volleyball show court. This area can also accommodate 5 fighting areas, 8m long by 5m wide. There is bleacher seating for approximately 1,500 people.

### The North Balcony

- 2.119 The north balcony is 32m long by 17m wide and has a Junckers Sylva premium beech semi sprung floor. This area provides four badminton courts, one basketball court and one volleyball court. This area can also accommodate two fighting areas, 8m long by 5m wide. There are also floor plates for Asymmetric bars for gymnastics. The North Balcony is used extensively for gymnastics.
- 2.120 Crystal Palace Gymnastics Club operates from the North Balcony and has been in operation since 1987. The club have developed the space and own all the equipment. The Club has 300 members, with a waiting list of 2,000. The club would like to have more time than is currently enjoyed, at present use of the area is split between the Club and GLL gymnastics programmes.
- 2.121 The space on the North Balcony is good but the limited time, temporary nature of the set-up and condition of the space (leaking roof, glare etc) limit the potential. The Gymnastics Club would like more time and space and a dedicated set-up on the North Balcony area as the centre is the home of the club.

### **Usage**

- 2.122 The usage data for the main arena and north balcony are set out in three main categories in Table's 2.10 to 2.13 and again for the years 2013 – 2017. There is then a final table with the combined usage for all three categories.
- 2.123 To try and place the data findings into context, it is important to understand the policy for bookings, lettings and programmes of use for the sports halls. Also, the priority and pricing for use by the NSC membership, and sports clubs. This has been difficult to establish and therefore commenting on the data findings is limited. This lack of clarity is also reflected in the title of the categories.

**Table 2.10: Facility Hire Sports Hall**

Year	Total usage (Visits)	Year on Year Change
2013	59,040	
2014	51,794	- 7,246
2015	60,638	+ 8,844
2016	46,436	- 14,202
2017	56,488	+ 10,052
<b>Total</b>	<b>274,396</b>	

**Table 2.11: Indoor Ball Sports Casual/Contract Usage**

Year	Total usage (Visits)	Year on Year Change
2013	785	
2014	1,139	+ 354
2015	845	- 294
2016	5,884	+ 5,039
2017	17,407	+ 11,523
<b>Total</b>	<b>26,060</b>	

**Table 2.12: Indoor Ball Sports Leagues Casual/Contract**

Year	Total usage (Visits)	Year on Year Change
2013	2,424	
2014	2,045	- 379
2015	456	- 1,589
2016	1,704	+ 1,248
2017	2,731	+ 1,027
<b>Total</b>	<b>9,360</b>	

**Table 2.13: Total number of combined visits for table's 3.10 to 3.12**

Year	Total usage (Visits)	Year on Year Change
2013	62,249	
2014	54,978	- 7,271
2015	61,939	+ 6,961
2016	54,024	- 7,915
2017	76,626	+ 22,602
<b>Total</b>	<b>309,816</b>	

2.124 The following observation can be made:

- The facility hire usage (first table) has fluctuated over the 2013 - 2017 period, within a range of 46,436 visits in 2016 to 60,638 visits in 2015 so a difference of 14,202 visits. In 2017 there were 56,488 visits.
- The casual contract usage (second table) which is understood in part to be used by the NSC membership, was small scale for 2013 – 2017 with 1,139 visits in 2014 and increasing to 5,884 visits by 2016. It has then increased to over 17,400 visits in 2017. The events nature of the space probably accounts for the large fluctuations.
- The indoor sports leagues/casual contract (third table) has a very low level of usage at just 9,360 visits over the five years. This suggests that club league use is very limited.
- The final table is the combined usage for all three categories and is intended to provide the total usage for the main arena and north balcony for each of the five years. It does show that over the five years usage has increased from 62,249 to 76,626 visits in 2017.

2.125 Given the lack of clarity over the policy for use of the main arena and north balcony, it is more important to comment on the consultation findings rather than the data. This provides more of an insight as to reasons for the usage levels and the potential for change to increase the use of the NSC.

- 2.126 Consultation findings from NGBs for hall sports and some individual clubs do reflect the potential for club use of NSC as well as the frustrations in not being able to make this happen.
- 2.127 It is evident that the NSC because of the scale of the playing area, the spectating capacity, the ancillary facilities and the location makes it an excellent venue for developing indoor hall sports. This as a club base for increasing participation, improving standards of play and providing an events venue at a London wide and national level. However, this is not happening, and this is reflected in the consultation findings and the usage levels. This is also borne out in the earlier Pi analysis.
- 2.128 Lewisham Southwark College are a key daytime user of the Centre. The NSC provides a '*one stop shop*' where teaching and practical work can take place at one campus. This benefits pupil learning as well as teachers. The scale of facilities means teaching time, across multiple groups and sports is more effective and efficient. Pupil participation, and their attendance, has also proven better at the NSC (supported by the ease/speed of train and bus access). There is an opportunity to integrate the college provision with the operation of the Centre more fully.

#### Supply and Demand

##### *London wide major Sports Halls*

- 2.129 In terms of major indoor sports halls with a main hall of at least eight badminton courts, there are 12 venues across London. Of these only one other than the NSC is located in SE London and that is the eight badminton court sports hall located at Brixton Recreation Centre.
- 2.130 The largest London venue is the Barking Sporthouse and Gym, with a 16 badminton court hall opened in 2012. The Sobell Centre in Islington has a 14 badminton court size sports hall and was opened in 1972. The Redbridge Sports and Leisure Centre is a 12 badminton court size sports halls, opened in 1972.
- 2.131 All these venues are located in North or NE London and so Crystal Place does provide a major event venue for SE London and for clubs who compete in London or national league competitions. In short, the NSC retains the capability to be a major events venue for indoor hall sports.

##### *Local provision of community Sports Halls*

- 2.132 As with swimming pools there has been an increase between 2012 – 2014 of community level sports halls in the five boroughs and within a 0 – 10 and 10 – 20 minute drive time catchment area of Crystal Palace. The local authorities have provided:
- six new sports hall sites, with three new sports halls in Lambeth, two new sites in Lewisham and one each in Croydon and Bromley.
- 2.133 Table 2.14 overleaf provides the details for each of the new sports hall sites.

**Table 2.14: New sports hall sites 2012 – 2017**

Name of Site	Type	Dimensions	Area	No of courts	Site Year Built	% of Capacity Used	Car % Travel	Public Tran % Travel	Walk % Travel
<b>BROMLEY</b>									
THE COUNTY GROUND	Main		594	4	2014	57%	77%	11%	13%
<b>CROYDON</b>									
WADDON LEISURE CENTRE	Main	33 x 18	594	4	2013	100%	70%	14%	16%
<b>LAMBETH</b>									
CITY HEIGHTS E-ACT ACADEMY TULSE HILL	Main	34 x 20	690	4	2014	100%	45%	15%	39%
CLAPHAM LEISURE CENTRE	Main	33 x 18	594	4	2012	100%	35%	12%	53%
STREATHAM ICE & LEISURE CENTRE	Main	34 x 20	690	4	2013	100%	54%	15%	32%
<b>LEWSHAM</b>									
SYDENHAM SCHOOL	Main	33 x 18	594	4	2015	100%	64%	18%	17%
SYDENHAM SCHOOL	Activity Hall	18 x 17	306						

2.134 In short it is an extensive increase in provision of new or modernised sports halls to add to the extensive stock of sports halls. The demand for the NSC is therefore not as a community / recreation level for provision, there is significant quality provision in the area but as a large hall for development and events as highlighted in the earlier consultation.

2.135 The total supply of sports halls across the five Boroughs is set out in Table 2.15 and this is followed by Map illustrating the location and supply of sports halls within a 20 minute drive time of the NSC. The size of the green box in Map 2.6 is representative of the size of the sports hall site in and the NSC is the largest site.

**Table 2.15: Supply of sports halls in each of the five boroughs**

Total Supply	Bromley 2017	Croydon 2017	Lambeth 2017	Lewisham 2017	Southwark 2017
Number of halls	33	30	25	14	23
Number of hall sites	21	20	19	11	18
Courts per 10,000 population	3.8	2.9	3	1.9	2.8
London wide badminton courts per 10,000 population 2017 = 3 badminton courts.					
Includes NSC.					

Map 2.6: Location of new sports hall sites within a 20 minute drive time of Crystal Palace National Sports Centre 2012 – 2017



Sport England assumes no responsibility for the completeness, accuracy and currency of the information contained on this map/report. This information is taken from the Active Places Pover website and its terms and conditions apply. 04/05/16 17:55

## Overall Summary Sports Halls

- 2.136 It is evident that the NSC because of the scale of the sports hall provision, the number of courts, the playing area, the spectating capacity, the ancillary facilities and the location all make it an excellent venue for developing indoor hall sports.
- 2.137 The demand for NSC is therefore not as a community / recreation level for provision, there is significant quality provision in the area but as a large hall for development and events as highlighted in the earlier consultation.
- 2.138 There is an evident demand from the National Governing Bodies of Sport to make/return the NSC to be a national and London wide events venue.
- 2.139 The diversity of the London population means there is more scope to increase participation in volleyball and handball than elsewhere in the country. This is because of the very high popularity and participation in these sports by Northern and Eastern European nationals and the high number of these nationalities in London.
- 2.140 Affiliated and very successful volleyball and handball clubs with the support of the Governing Body wish to establish the NSC as a club base to grow participation, improve player standards and have an event venue which can host London and national league competitions.
- 2.141 The NSC offers this very real potential because it is of a scale to meet these requirements. There are no competing venues of this scale of playing area and spectating capacity to meet these requirements in South London.
- 2.142 It would appear this potential goes unrealised because of existing and competing other uses of the sports halls. The usage data suggests however that there is a low level of usage of the sports halls and there is certainly capacity to accommodate the club development and establish anchor clubs at the NSC.
- 2.143 The shared environment wet and dry is however a hindrance on more sports hall use and this along with other technical and condition issues will need to be addressed before the full potential of the sports hall is maximised.
- 2.144 The absence of clarity on the lettings policy and priority for bookings and programme of use of the sports halls by the NSC membership for recreational play and external clubs use is undoubtedly restricting the use of the sports halls. The overall situation could almost be encapsulated in the following sequence
- There is a clear need for hall sports clubs to find club and events venues in South London.
  - In **clubs'** view the NSC meets their needs in full but they cannot get access for regular bookings for clubs to be based at the NSC - as a venue for events/league play and training They are charged very high rates for lettings
  - There appears to be capacity at the times the clubs want to access the sports hall. So why is there - what appears to them - a mismatch between their requirements and capacity for this to be accommodated but it is not happening
  - There is a need to better understand what are the sports hall being used for and by whom and is this the most effective use?



## OUTDOOR SPORTS

### Background and Usage

- 1.134 The NSC has several outdoor pitches and court facilities. These include the Bar Pitch, which is a sand based all weather pitch which is 88.4m long by 49.4m wide. This area can house hockey, football, 5-a-side football, korfbal and Lacrosse. Floodlighting is available. The Dome is a covered area which has a 3g rubber crumb base. The area is 54.4m long by 35.7m wide. 5-a-side and 9-a-side can be played. The north pitch is 54.4m long by 37.6m wide. It houses 2 uncovered 5 or 6-a-side football pitches which measure 37.3m long by 25m wide. It also has a run off of 5.1m. The indoor 5 is a 3g rubber crumb covered area which is 43.13m long by 21.33m wide.
- 2.145 Other outdoor facilities include; four outdoor floodlit tennis courts, which are also used for netball and three beach volleyball courts. The parkland setting further compliments the outdoor sporting offer and the value of the Centre.
- 2.146 Play Football have been taking all bookings on the outdoor pitches since 2017; Dome 3G surface, North Pitches, 3G 5aside, Indoor Dome and the Sand based astroturf pitch. GLL are responsible for the court bookings.

**Table 2.16: Pitch Usage**

Year	Ball Sports (Indoor) - Casual / Contract	Ball Sports (Outdoor Grass) - Casual / Contract	Ball Sports (Outdoor Other) - Casual / Contract	Ball Sports Leagues - Casual / Contract
2013	785	26,172	7,954	2,424
2014	1,139	8,816	5,342	2,045
2015	845	1,590	2,437	456
2016	5,884	4,042	7,656	1,704
2017	17,407	2,164	3,136	2,731
	<b>26,060</b>	<b>42,784</b>	<b>26,525</b>	<b>9,360</b>

- 2.147 What is evident from the usage analysis provided by GLL is the impact of Play Football in certain areas. There has been significant increase in the use of the indoor pitches and league bookings. The outdoor grass pitch usage has reduced over time and reflects the move of Crystal Palace Ladies away from the Centre. The impact of the deteriorating quality of the sand based pitch can be seen from the reduced usage of general outdoor.

- 2.148 The Bar Pitch is used mainly for hockey and football. The surface is now very poor, which as the usage bares out, limits the use for hockey and is presently only suitable for junior games.
- 2.149 The Dome is a covered area which has a 3g rubber crumb base and is owned by the Crystal Palace Foundation. The Dome is used by Crystal Palace Academy teams and the clubs Football in the Community (FIC) activities. Crystal Palace FC is potentially looking at new training ground options. This could have implications for their current training arrangements and potential future use and investment in the NSC by their academy and youth teams. The Dome is however a valuable asset to the centre as it is a high quality facility and has potential for greater usage, particularly if the football club were to use the site less.
- 2.150 Alongside the Dome is a 3g surface, used mainly for football. This alongside the north pitch, which is an old indoor sand surface are managed on behalf of GLL by Play Football. The north pitch is now very poor quality, with leaking roofs and a poor surface. Despite this the pitch is well used for casual football bookings and leagues, illustrating the demand for artificial surfaces in the area.
- 2.151 Court Usage over the past three years is as follows; 2015 (1,922), 2016 (3,559) and 2017 (3,406). Usage is therefore fairly consistent and reflects the regular club and community use for both netball and tennis.
- 2.152 The four outdoor floodlit tennis and netball courts are currently used mainly for local recreation use, for casual use and club play. This is borne out in the consultation. The parkland setting further compliments the outdoor sporting offer and the value of the NSC.
- 2.153 The beach volleyball courts are a legacy of 2012 and are operated by Deepdish Beach. Deepdish feel they have been a real success story and demand for beach volleyball has been significant since 2012. As the only courts in South London they are a critical provision and should be protected.

#### Supply and Demand Analysis

- 2.154 In 2016 the Greater London Authority (GLA) developed an evidence base assessment of need for full size Artificial Grass Pitches (AGPs) for football and hockey. The assessment was based on the current provision and the supply, demand and access to AGPs in 2017. Then a second assessment to 2041, to identify how the projected population growth 2017 – 2041 changes the demand for AGPs and the distribution of demand.
- 2.155 The GLA requested Sport England to apply the Sport England facilities planning model (FPM) to produce the data for these assessments. The findings will be used by the GLA to inform planning policies in the new London Plan. (In 2010, the GLA requested Sport England to undertake a similar study to provide an evidence base for AGPs in both 2010 and 2022. The outcomes of that study provided an evidence base which was applied in the GLA 2nd London Plan)
- 2.156 Key findings from the GLA study for full size Artificial Grass Pitches (AGPs) are set out below:
- The supply and demand for full size AGPs across the five Boroughs in the Crystal Palace area have to be considered in the context of the findings for the GLA London wide study. Across all of London the demand for full size AGPs exceeds the supply in both 2017 and projected forward to 2041.

- At the London wide level, the demand in 2017 is for 303 full size AGPs in the weekly peak period. This is projected to increase to a total demand for 339 AGPs in the weekly peak period by 2041. This compares with a total supply of full size AGPs in London of 184 in 2017. However, of this total supply, only 141 AGPs are available for community use in 2017. The reasons for the differences in total and available supply are because of (1) reduced access to pitches on education sites for community use and (2) limitations in the hours of floodlit use of pitches.
- The GLA study identified a need to retain and increase considerably the supply of AGP's across all of London. SE London was identified as having a better/higher supply and demand balance than all other areas of London, there is however still a considerable deficit.
- Across the five boroughs for the Crystal Palace area, the findings are, that demand for AGPs exceeded supply by 31 full size pitches in 2017 and by 36 pitches in 2041. Only in Bromley is the supply greater than demand and this is by 1.7 pitches in 2017 and 1.2 full size pitches in 2041.
- Bromley has the highest supply of pitches across all the London Boroughs with 12 full size pitches in 2017. In the other Crystal Palace Boroughs, Southwark has nine pitches, Croydon six pitches, Lewisham five pitches and Lambeth two full size pitches.
- Given these overall supply and demand findings it is not surprising to find the GLA study identified that all pitch sites are operating at 100% of their capacity in the hours available for community use at peak times.
- The Football Association strategy objective to play all affiliated football on 3g surface pitches is going to further increase the demand for this type of pitch surface. In 2017 there are fewer three surfaces than sand filled pitches across the five Boroughs and so there will be football pressure to either increase pitch supply with 3g surfaces, or, convert sand filled pitches to a 3g surface. Bromley is the exception, where nine of the 12 pitches are 3g surfaces, In Croydon two out of 6 pitches have a 3g surface, in Lambeth neither of the 2 pitches are a 3g surface. Whilst in Lewisham only one of the five pitches have a 3g surface and in Southwark three of the nine pitches have a 3g surface.

2.157 Overall across all the assessment criteria and findings from the GLA study, it identifies a need to retain the artificial grass pitches at the NSC. Ideally there is a need to increase the supply but to acknowledge this is to meet the bigger deficit of pitches and 3g surfaces in the other Boroughs as well as Bromley.

2.158 The key findings for artificial grass pitches for all five London Boroughs are set in the Table overleaf.

**Table 2.17: Supply, demand and used capacity of full size artificial grass pitches for the five London Boroughs 2017 and 2041**

<b>Total Supply</b>	<b>Bromley 2017</b>	<b>Bromley 2041</b>	<b>Croydon 2017</b>	<b>Croydon 2041</b>	<b>Lambeth 2017</b>	<b>Lambeth 2041</b>	<b>Lewisham 2017</b>	<b>Lewisham 2041</b>	<b>Southwark 2017</b>	<b>Southwark 2041</b>
Number of pitches	12	12	6	6	2	3	5	5	9	9
Number of pitch sites	9	9	6	6	2	3	4	4	9	9
Pitches per 10,000 population	0.4	0.3	0.2	0.1	0.1	0.1	0.2	0.1	0.3	0.2
<b>Total Demand</b>	<b>Bromley 2017</b>	<b>Bromley 2041</b>	<b>Croydon 2017</b>	<b>Croydon 2041</b>	<b>Lambeth 2017</b>	<b>Lambeth 2041</b>	<b>Lewisham 2017</b>	<b>Lewisham 2041</b>	<b>Southwark 2017</b>	<b>Southwark 2041</b>
Population	327947	363456	386483	462777	328887	418050	303401	361276	314300	410175
Demand equivalent in pitches	9.4	9.9	12.4	13.9	12	13.8	10.6	11.4	11.6	13.7
<b>Supply/Demand Balance</b>	<b>Bromley 2017</b>	<b>Bromley 2041</b>	<b>Croydon 2017</b>	<b>Croydon 2041</b>	<b>Lambeth 2017</b>	<b>Lambeth 2041</b>	<b>Lewisham 2017</b>	<b>Lewisham 2041</b>	<b>Southwark 2017</b>	<b>Southwark 2041</b>
Supply - Pitch provision available for community use	11.1	11.1	4.8	4.8	1.3	2.2	2.1	2.1	6.9	6.9
Demand - Pitch provision (pitches)	9.4	9.9	12.4	13.9	12.0	13.8	10.6	11.4	11.6	13.7
Supply / Demand balance - (+ means supply greater than demand and - means demand greater than supply)	1.7	1.2	-7.6	-9.1	-10.7	-11.6	-8.5	-9.3	-4.7	-6.8
<b>Unmet Demand</b>	<b>Bromley 2017</b>	<b>Bromley 2041</b>	<b>Croydon 2017</b>	<b>Croydon 2041</b>	<b>Lambeth 2017</b>	<b>Lambeth 2041</b>	<b>Lewisham 2017</b>	<b>Lewisham 2041</b>	<b>Southwark 2017</b>	<b>Southwark 2041</b>
Unmet demand as a % of total demand	24.1	28.4	35.2	41.6	64.9	68	46.1	52.1	52.2	56.8
% of Unmet Demand due to;										
Lack of Capacity -	94	94.9	96.7	97.2	98.1	98.2	97.4	97.7	98.5	98.7

Outside Catchment -	6	5.1	3.3	2.8	1.9	1.8	2.6	2.3	1.5	1.3
Used Capacity (How full the pitches are)	Bromley 2017	Bromley 2041	Croydon 2017	Croydon 2041	Lambeth 2017	Lambeth 2041	Lewisham 2017	Lewisham 2041	Southwark 2017	Southwark 2041
% of overall capacity of pitches used	100	100	100	100	100	100	100	100	100	100

## Consultation Findings

- 2.159 The supply and demand assessment support the local view in terms of the need to retain and extend the AGP provision, for both 3g and sand based provision. This is further supported by the consultation, particularly for hockey.
- 2.160 England Hockey consider the development of hockey at the NSC as a high priority project due to the high level of demand and low supply in the area from a participation stand point and also from a South London hockey hub point of view. Wayfarers are one of the leading clubs in London and finding a home for the Club is a priority. The NSC is considered to be an excellent location.
- 2.161 Wayfarers Hockey Club currently uses the NSC sand-based pitch for junior development but would like to use the NSC more extensively. The single biggest factor limiting club growth is facilities. The club has grown by nearly 20% in the last year to over 1,000 members and are now one of the biggest hockey clubs in the country.
- 2.162 Wayfarers use facilities all over South London including the NSC and would like to use the centre more as it is well located, and the multi-sport nature provides significant opportunities.
- 2.163 Wayfarers would like to be one of the anchor tenants operating in a strategic partnership with other users/sports such as track and football to make the case for multi-sport redevelopment. Looking for a home with ideally at least 2 multi-purpose Astroturf pitches suitable for hockey and a clubhouse and believe CPNSC could be a fantastic location with its public transport links and proximity to current membership and hopefully future new members in the area.
- 2.164 In terms of football from a county perspective there is no affiliated grass roots football taking place at the NSC. The NSC does not form part of the Parklife programme and is not viewed as a key hub site. Having said this the FA consider that London has a dearth of all weather pitches and access to any new facilities for grassroots clubs in London and probably Surrey would always be welcome and generally oversubscribed. The case for good quality 3g provision as part of any overall masterplan will therefore be an important element.
- 2.165 The Crystal Palace Foundation have not responded to the consultation exercise despite several approaches. It is recognised that their input is important and further consultation with them will be picked up by the GLA.
- 2.166 In terms of netball there is potential for the Centre to serve as a base for greater recreational programmes and Summer Camps. The local Netball Development Officer receives several enquiries from people within the area wanting to get back into the sport or take up walking netball.
- 2.167 The outdoor courts are however considered to be out on a limb, and on a split level, with inadequate run offs. England Netball would like to see the number of courts increase and better consideration given to accommodating officials, spectators, players. Safety concerns have also been raised locally, as there have been incidents of some threatening behaviour to those walking between the courts and car park / toilets.
- 2.168 The Lawn Tennis Association (LTA) does not use the NSC to deliver directly, although its location is strategically important for tennis in south London as its central to Bromley, Lewisham, Southwark and Croydon. The infrastructure at the site and around it means there is good visibility within the local community and the transport links make the site

accessible. At present tennis activity on the site is focussed around local tennis leagues and school use.

2.169 The current LTA strategy has a single focus to grow participation and prioritises the development and expansion of community tennis, representing a key opportunity to reach much wider and diverse audiences. We know that demand is high for tennis in Southwick and Bromley but not always accessible through the club offer due capacity issues. Opportunities exist to deliver more activity at the NSC.

2.170 Deepdish Beach are keen to see the outdoor volleyball courts protected and enhanced.

#### Overall Summary Outdoor Sport

2.171 AGP provision presents a significant opportunity at the NSC, particularly in terms of hockey. The development of at least two high quality sand-based pitches and ancillary provision will meet a key strategic need as set out in the FPM analysis and NGB consultation. Wayfarers are keen to engage with the NSC and make the site a base on the same principles as the club and sports development model advocated for the indoor and aquatics provision.

2.172 Beach Volleyball also presents a unique proposition, which should be protected and enhanced as part of any masterplanning process at the next phase.

2.173 Other outdoor facilities play an important role in terms of recreational / community provision and income generation but are less strategically important. Whilst not strategic the general pitch and court provision are an important element of the multi-sport offer and compliment the indoor provision.

2.174 Protecting and enhancing other outdoor provision to meet local needs is therefore important. Opportunity may exist to consider the location of all outdoor provision and look to provide a focus through the re-modelling of athletics to develop an outdoor hub served by clubhouse for outdoor sports and clubs as part of the masterplanning exercise. This should house a mix of grass, 3g and court provision.

2.175 The next section sets out the overall vision, outcomes and behaviour change required at the NSC, which in turn informs the needs and interventions both capital and operational set out in the later sections. A key part of any future operating arrangements will be to ensure alignment of the vision for the NSC and outcomes to ensure facility management and service delivery is better aligned with needs and priorities.

2.176 Sport England's Strategic Delivery Model reflects the need to develop a vision based on local insight, consultation and joint priorities. The next section therefore highlights the consultation findings and what this means in terms of a vision for the NSC and facility needs to deliver the vision.

## 3: Establishing the Vision

### INTRODUCTION

- 3.1 This section builds on the baseline analysis and the evidence base and highlights the consultation findings, on which the subsequent vision at the end of the section is developed.
- 3.2 The consultation adopted a *bottom up* approach, starting with the local insight from user groups and user forums and overlaying this with the views of partners; clubs, national governing bodies and neighbouring local authorities. The findings were then tested through a series of focus groups to develop the vision.

### Local Consultation Analysis

#### Crystal Palace Sports Partnership (CPSP)

- 3.3 As part of the support for this first phase of work CPSP undertook an extensive on-line survey, which received 1,782 replies.
- 3.4 The analysis in the table below demonstrates the breadth of usage at the Centre by different user groups. Users are also in the main regular and long-time users.

**Table 3.1: Crystal Palace user profiles**

What best describes you in relation to the NSC?	Count	%
Athlete (all sports)	287	16%
Coach	62	3%
Do not use the centre	33	2%
Event organiser	13	1%
Family Users	691	39%
Individual User	546	31%
Other	150	8%
<b>Total</b>	<b>1782</b>	<b>100%</b>



- 3.5 In response to the question what sports and activities do you do at the NSC, the table below highlights the responses.

**Table 3.2: Crystal Palace sports and activities**

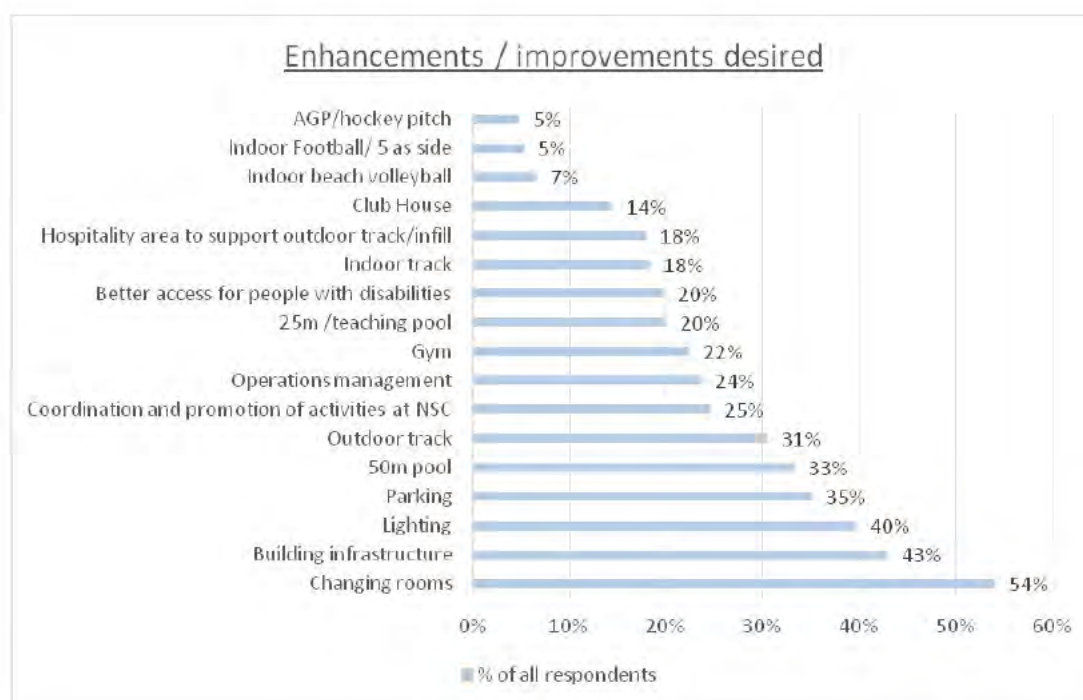
Activity	no. of respondents	% of all respondents
Swimming	1036	58%
diving	480	27%
Gym	449	25%
Athletics	371	21%
Fitness	360	20%
studio	215	12%
Gymnastics	209	12%
climbing	199	11%
Weightlifting	152	9%
volleyball	151	8%
Tennis	148	8%
cycling/spinning	147	8%
triathlon	144	8%
Badminton	139	8%
beach sports	131	7%
squash	119	7%
football	82	5%
hockey	54	3%
water polo	49	3%
netball	39	2%
skateboarding	39	2%
basketball	26	1%
scuba	17	1%
kids activities	7	0%
trampolining	5	0%
BMX	5	0%
running	2	0%
pilates	2	0%
table tennis	1	0%
yoga	1	0%

- 3.6 The importance of aquatics and the fitness, gym and studio activities is evident.
- 3.7 Unsurprisingly all respondents were very supportive of the Centre. Answering the question, 'should the NSC continue to provide an accessible venue for events? e.g. schools, clubs and organisations with appropriate spectator facilities (for aquatics, indoors and outdoor sports), as part of its overall sports and community uses,' positively, with 98% responding yes to the question.

- 3.8 What was important to all respondents was the scale, range and specialist nature of provision and the multi-sport offer of the Centre. These were considered to be the unique aspects of NSC and the reason people used the Centre, predominant in this was the 50m pool.
- 3.9 In terms of the enhancements / improvements respondents would like to see, or would make the NSC used more frequently, these are set out in the table below.

**Table 3.3: Crystal Palace sports and activities**

Enhancements / improvements desired	no. of respondents	% of all respondents
Changing rooms	532	54%
Building infrastructure	422	43%
Lighting	390	40%
Parking	345	35%
50m pool	328	33%
Outdoor track	300	31%
Coordination and promotion of activities at NSC	242	25%
Operations management	233	24%
Gym	221	22%
25m /teaching pool	197	20%
Better access for people with disabilities	194	20%
Indoor track	180	18%
Hospitality area to support outdoor track/infill	177	18%
Club House	142	14%
Indoor beach volleyball	65	7%
Indoor Football/ 5 as side	52	5%
AGP/hockey pitch	47	5%



- 3.10 Numerous areas were identified for improvement, but these were more about improving the quality of the existing provision, making it *'fit for purpose'*, as opposed to the provision of additional facilities, alongside management and operational frustrations. The priorities were changing, general building infra-structure, lighting and parking. The key facilities highlighted were the 50m pool and outdoor track.
- 3.11 A petition was also undertaken by CPSP, which demonstrated the strength of feeling and support for the Centre. Receiving over 13,000 signatures, the petition asked for support in relation to the statement:

*'We support a mixed-use sports and leisure centre at Crystal Palace - a sustainable facility that is shared by the local community, schools, clubs and aspiring athletes at all levels. It should be a resource that caters for the needs of recreational users as much as it provides for and supports the development of the next generation of Olympic athletes...we request that user groups and local stakeholders are more thoroughly engaged in shaping the outcome of this process.'*

- 3.12 Finally, respondents were also asked to supply their postcode. These have been plotted and the map below illustrates the spread of respondents. Whilst the spread is quite wide there is a clear South London draw and a cluster in the 5 boroughs. This reflects the membership analysis and starts to draw a clear catchment for Crystal Palace.

Map 3.1: Survey respondent postcodes



## Open Forums

- 3.13 Open forums were held on two separate days in February for general users to meet the consultant team and GLA officers.
- 3.14 Alongside open discussions 126 formal response forms were received. The responses mirrored much of the CPSP findings with overwhelming support to protect and enhance the Centre.
- 3.15 A selection of responses which reflect the feedback are set out below:
- Centre badly needs investment and has been badly neglected.
  - The pool changing rooms and surrounds are a disgrace and dirty.
  - The leaking roof and pigeons are a sad state of affairs.
  - Poor booking process and reception do not help the customer experience.
  - The website should be a hub for all clubs.
  - Access to the athletics track needs to be improved.
  - The 50m pool is excellent and the only one in South London.
  - The 50m pool is the only one for miles.
  - The Centre should be a real hub for South London sport, training and events.
  - The breadth of facilities and range of sports offered is unique in South London.
  - The range and size and scale of facilities at the NSC are excellent.
  - The gym and exercise classes are excellent.
  - Instructors, caching staff and swim teachers are excellent.
  - Lack of outreach and marketing.
- 3.16 The findings reflect the priorities set out by the CPSP survey and provide a powerful insight into where investment should be prioritised.

## Club Analysis

- 3.17 Part of the consultation process included consultation with numerous Clubs, current and potential users of the NSC. A selection of responses, which reflect the views across a range of sports are set out in the table overleaf.

**Table 3.4: Sports Club responses**

South Harriers	London	Herne Harriers	Hill	Croydon Harriers	Dulwich Runners	
<p>Indoor facilities are diabolical, stadium costs are astronomical.</p> <p>Want to use CP for continued training indoor and outdoor, club matches and open competition on stadium track.</p> <p>Would like to see improved indoor facilities, social space, WCs, weights room. More affordable pricing for stadium hire.</p>		<p>Three coaches and many athletes using the NSC.</p> <p>Indoor provision is poor.</p> <p>Really see value of indoor facilities – both training and competition as nothing else comparable in South London.</p> <p>Would like to see a long straight indoors - 110m not 60m – for training and better competition.</p>		<p>Some individual athletes using indoor provision.</p> <p>Want to see improved indoor facilities and more structured use of the indoor arena.</p>	<p>Use outdoor track weekly from April to September, averaging 40 athletes per session.</p> <p>Decline is very sad.</p> <p>Want to see better 'clubhouse' facilities.</p>	
Wayfarers Club	Hockey	Panathlon Challenge	IBB	Polonia Volleyball Club	London	Crystal Palace Tri-athlete Club
<p>Single biggest factor limiting Club growth is facilities. Club has grown by nearly 20% in the last year to over 1,000 members and are now one of the biggest hockey clubs in the country.</p> <p>Use facilities all over South London including the NSC. Would like to use the NSC more as it is well located, and the multi-sport nature of the Centre provides significant opportunities. Need access to a number of <i>fit for purpose</i> sand based AGPs and clubhouse</p>		<p>The NSC is very useful in South London, as it is the only sports centre of its size, allowing 2 competitions to be run side by side in one day.</p> <p>South London in particular lacks large sports halls. With CP the club has access to 12 badminton courts worth of space.</p> <p>Would like to see better disabled change facilities, i.e. a room with a changing bed and built in</p>		<p>The Polonia club would like the elite men's team to train and play at CP. The club cannot however arrange an access to make this happen.</p> <p>The scale of the CP sports hall and spectating capacity makes it an ideal venue for hosting volleyball competitions at national level. However, the quality of the venue in terms of the floor itself, the court markings, the spectating quality and changing rooms are drawbacks also the Lodge quality.</p> <p>The club is of the view, if it became a dedicated volleyball venue and with quality improvements, there is significant potential to stage a lot of regional, national and international volleyball</p>		<p>The club trains regularly at CP and books 2 lanes in the 50m pool for one hour on Mondays and the track on Thursdays. The annual club triathlon is held at CP and having the 750m swim is imperative to being able to continue, the club also organises a training session for novices leading up to our triathlon.</p> <p>CP is the biggest triathlon venue in the London Region excepting the Virgin London Triathlon at Docklands. The club event is run by volunteer club members - with some 200 kids and 800 adults taking part. The club serves the SE and whole of London and nothing is offered on a similar scale for kids</p>

<p>facilities.</p> <p>Would like to be one of the anchor tenants operating in a strategic partnership with other users/sports such as track and football to make the case for multi sport redevelopment. We would also be willing to look at investment opportunities to realise the redevelopment and support the funding process.</p> <p>Looking for a home with ideally at least 2 multi-purpose astroturf pitches and a clubhouse and believe CPNSC could be a fantastic location with its public transport links and proximity to current membership and hopefully future new members in the area.</p>	<p>hoist.</p>	<p>events at CP.</p> <p>What is unique about CP is that it is the only venue in London that meets the criteria for top level volleyball match play and the only one that will allow for the sport's fan base to grow. It provides the scale of what is required but the quality needs to be improved.</p> <p>If needs dedicated time for volleyball an upgraded floor, lighting (above 1500 lux), improved seating for fans and vips, improved entry control and hospitality. If everything was in working order, CP would be amazing venue for regional, national and international volleyball.</p>	<p>and adults anywhere else.</p> <p>The NSC offers a multi-sport location for training - running/ swimming and cycling. It is the only venue where triathlon can take place in a parkland setting.</p> <p>Improvements needed are in a number of areas - toilets in pool changing area are often blocked and / or broken. There is a queuing system at the pay desk – often with only 1 person working at peak times creating long queues and waiting times, that can result in reduced time for the activity itself</p> <p>Better lighting in and around car parks and along access paths and roads is needed, so as to make it safer for pedestrians. There are also pot holes and the path is very bumpy from overgrown roots. Opening up access to the other top car park would help during busy peak periods.</p>
<p><b>Crystal Palace Gymnastics Club</b></p>	<p><b>Crystal Palace Weightlifting Club</b></p>	<p><b>Carshalton Titans Handball Club</b></p>	<p><b>Flamingsix Volleyball Club</b></p>
<p>The club was established by in 1987 and has provided the local area with a community club that offers not only the opportunity to learn the skills of gymnastics but gives young people the opportunity to develop and grow as individuals.</p> <p>Club operate on the North Balcony and currently have a</p>	<p>Established in Crystal Palace since 1986. Currently occupy 3 spaces and use a platform for events in the indoor athletics. CP is the South of England events venue.</p> <p>Operates as the London Weightlifting Centre and Crystal Palace</p>	<p>Club are very keen to have Crystal Place as a home venue base for their club, schools events programme and as a regional academy.</p> <p>The location of the centre and its scale makes it ideal for this programme of use. The centre has previously hosted regional level handball events and this has generated interest amongst local schools to develop handball, with the assistance of the</p>	<p>Founded in 2008, the Flamingsix Volleyball club plays in the London League and the National Volleyball League. The club is based in Clapham since it was formed in 2008.</p> <p>The club has 7 representative league teams, 2 social sessions and 1 beginner's sessions for those wanting to learn a new sport.</p> <p>The club is looking for a venue(s) to</p>

<p>waiting list of 2,000.</p> <p>Would like to have more time than currently enjoyed. Share the time between GLL programmes.</p> <p>The space on the North Balcony is good but the limited time, temporary nature of the set-up and condition of the North Balcony (leaking roof, glare etc) limit the potential. Would like more time and space and a dedicated set-up.</p> <p>The club were awarded Club of the year in 2012 by London Gymnastics.</p> <p>London Gymnastics is keen to maintain this vibrant and active club within any new proposed facility at the NSC. The demand for places within clubs in London is high and exceeds the capacity of the existing clubs. Establishing venues for clubs is increasingly a challenge within the capital city.</p> <p>Crystal Palace Gymnastics Club to remain and indeed to grow and develop the provision that they can offer would greatly enhance the opportunities for young people in the area.</p>	<p>Weightlifting Club, which is the competition medium.</p> <p>Provides opportunities for training from local level to Olympians. Also, opportunities for training for conditioning other sports; BMX, para-swimming and bobsleigh.</p>	<p>Carshalton Club</p> <p>The potential usage would be: Training sessions - minimum of 1 x men's, 1 x U19, 1 x U16 per week; Games - all men's first and second team home games (league and friendlies). Regional Academies 1/2 training sessions per month (2 hours boys/2 hours girls per session); national U16 competition programme - hosting rounds of the U16 competition and same for National U19 - hosting rounds of the U19 competition; Schools - games/tournaments for both primary and secondary schools.</p>	<p>accommodate the teams for a social, beginners (coached) and training sessions (league teams). This involves weekday evenings training session for each team for 2 hours 7pm - 9pm). Also weekends for 2 hours the teams home matches and social (Saturday or Sunday).</p> <p>The programme of use would be based on the numbers of teams: Training Sessions of 14 hours midweek = 7 teams training 2 hours each. Once a week; 4 hours (midweek or weekend) = 2 social sessions; 2 hours (midweek) = 1 beginners session.</p> <p>League teams need extra hours to play their home matches throughout the season (ideal on weekends), based on the number of the teams in their league table pool each team plays around 6/7 on their home venue.</p> <p>Home matches involve each one of the 7 teams plays 7 home matches (2 hours each match = 96hours throughout the season for home matches.</p> <p>The volleyball season is September - April, with a short break at the end of December and beginning of January</p> <p>The club is looking for block bookings, with costs negotiated by a partnership with or without equipment (net, antennas, posts etc) which the club in partnership with the CP management can</p>
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Crystal Palace FC	Play Football	Climbing	Deepdish Beach
<p>Crystal Palace FC are potentially looking at new training ground options. This could have implications for their current training arrangements and potential future use and investment in CP by their academy and youth teams.</p>	<p>Play Football have been taking all bookings on the outdoor pitches since 2017; Dome 3G surface, North Pitches, 3G 5aside, Indoor Dome and the Sand based astroturf pitch.</p>	<p>Climbing at the centre has suffered over the years from a lack of direction and now, through a combination of frustration and disillusionment, the number of climbers that use the centre is at an all-time low despite high and growing demand for the sport both across London, the UK and globally.</p> <p>Frustrations include there were no climbing shoes available for people to use for beginner lessons. The few that were there were held together with gaffe tape. There are no funds for even the most basic of equipment. Instructors were told there was no money to buy a wall clock and a monthly diary to make bookings. They were instructed to go to Poundland and pay for it out their own pocket, which they did. One section of the wall has been out of action for over a year due to structural issues and, as of Feb 17<sup>th</sup>, 2018, is due to be removed and not replaced in 2 weeks' time.</p> <p>Despite huge demand, there are no supervised introductory courses for adults. Temperatures in summer reach dangerous levels of 35 degrees C, very uncomfortable conditions for physical exertion, particularly dangerous for the sustained exertions at height required for climbing. Climbing at the NSC is not listed on Google Maps under the search term 'Climbing Centre'.</p> <p>Local parents stopped</p>	<p>provide, if necessary.</p> <p>Demand for beach volleyball has been immense since 2012. A real and proven legacy success story for outdoor beach volleyball already in London. The outdoor courts are therefore critical and must be protected.</p> <p>The lack of any indoor beach volleyball is a clear gap for the capital. Feel that there is a demand for indoor beach volleyball courts in the capital with a surprising amount of people that play the sport. We feel that if this is included in a multiple sport centre it would be very successful and provide a large amount of membership for a small investment.</p>



climbing at centre in droves as they found it shambolic, many now drive to west London.

A group of us are keen to partner with GLL to develop and grow the sport at the centre and show that the sport of climbing should and could play a large part in saving and securing the future of the NSC. Climbing is going through a phenomenal period of growth.

Through the transformation of growth and demand of participation there, could, in partnership with the Mayor and GLL, invest in enlarging the facilities significantly to create something that generates significant revenue.

A beautiful, full sized state of the art climbing facility at the back of the hall (and outside?) would be a visually striking and dynamic metaphor for the progressive aspirations the Mayor has for the future of the NSC and would be a huge draw to all across London and SE England.

- 3.18 The Club responses reflect the frustrations in terms of lack of support for club development and the running down of facilities. There appears a clear desire to get increased usage of the NSC facilities through partnerships and innovation with the centre management, to deliver club development and event programmes, with accompanying improvements in facilities and a change in the operational philosophy and pricing, to empower clubs to gain ownership of spaces to invest in and grow.
- 3.19 The key will be to ensure clubs are fully engaged and involved in the development of the next phase of work to ensure ownership of and commitment to the design and operational solutions.

## NGB Strategies and Consultation Analysis

- 3.20 In developing a vision for the NSC, it is important to understand whether and how local views are shared by wider partners, does *the sport*, support the continued importance of the NSC, need for investment and the emerging future role.
- 3.21 The importance of the collective scale and range of provision at the NSC is recognised but the importance of this in terms of wider sports development and events given the changes over the past 10-years is crucial to understand.
- 3.22 It is recognised that the answer to the above may be different for different sports and aspects of the current NSC offer. The analysis therefore breaks down and looks at the different areas to help to arrive at a shared vision. Set out below is the key issues from the NGB Strategy and Consultation responses.

### **Athletics**

#### **UK Athletics**

- Opened in 1964 Crystal Palace Stadium has historically been recognised as a significant venue for track & field athletics and has a history of hosting high level athletics events including Diamond League and British Olympic Trials up until 2012. However, in the latter years of its events programme the venue's infrastructure began to struggle to meet the increased demands of modern, high profile athletics events.
- Two core objectives of UKAs 2012-2017 Strategy were to: [1] Stage great events to engage the public and [2] Aspire to excellence in everything we do; and in the latter years of hosting TV events it became clear that the NSC could no longer deliver against either of these two ambitions.
- Staging great events at great venues will continue to be a core strategic pillar for UKA and it is its informed view that the NSC is no longer a stadium that is suitable for hosting major events of either National or International significance.
- UKA's strategy also highlights an ambition to drive increases in participation to build an athletic nation; and to this end UKA is supportive of any indoor and outdoor athletics facilities that sustainably meets community need via an expansive community athletics participation programme delivered in partnership with a strong resident athletics club.
- The UKA Facilities Strategy for 2014-2019 would classify the NSC as potentially being a 'Regional Indoor Facility'.
- Athletics specific regional indoor facilities serve a much larger catchment area than their outdoor equivalents and they rely heavily on clusters of clubs, regular community/school usage and cross boundary competition programmes in order to make them operationally viable. Accordingly, UKA has an aspiration for 90% of the UK population to be within a 60minute drive of a regional indoor facility and based on these criteria there is currently good coverage across the UK.

#### **England Athletics**

- England Athletics consider there is no future in terms of the use of Crystal Palace stadium for their championships.
- Crystal Palace stadium 'is not high up on the list' of potential venues for England Athletics competition at the sub-UKA level, due to a perception that the capacity is too large for their needs, as well as concerns about its condition and access from the north of the country.
- Crystal Palace is however viewed as important in the London context and EA support the retention of indoor and outdoor training provision, with the addition of better ancillary facilities.
- There is a need for a development "tail" alongside any capital investment to build a 'club' feel to the facilities, even if one club is not dominant. Attracting and retaining young people will be key moving forward. There is also potential also for disability specialism.

## Aquatics

### Swim England

- Swim England has a Strategic Plan for Swimming in England 2017-21 and also a Swim England/ASA London Region Competition Facilities Framework.
- The objectives of the strategy are - *to have suitable competitive and training facilities throughout England, to accommodate a quality sustainable club infrastructure and to increase the size and success of the English talent pool.*
- Recognition that for sustainability a competition pool should always be able to function as a community pool.
- Scale of provision for regional level competition pools - involves - a 50-metre by 8-lane regional competition pool with swim down pool (with the addition of a bulkhead and moveable floor this facility is likely to provide as well a 25m x 8-lane short course competition swimming pool in the same water space). Additionally, it would be capable of providing for water polo and synchronised swimming, to Regional Competition level.
- Also, at regional level a 10-metre diving facility; additionally, capable of providing synchronised swimming to regional competition level.
- CP meets these requirements, except it does not have the boards required for synchronised swimming.
- For County level competition a 25-metre by 8-lane competition swimming pools with a swim down pool for each county.
- At District level a 25-metre by 6-lane competition swimming pools with a learner pool for each local authority district.
- The Swim England Competition and Community Facilities Framework is accepted by Sport England as a valid procedural process for identifying swimming facility need. It identifies that London Region requires 5 x 50-metre competition pools, one for each quadrant and one centrally.
- The 50-metre pool provision for the London south-east quadrant is CPNSC and the loss of this facility would require a replacement. The need for this is overwhelming from an NGB perspective, not least from a population density perspective.
- The National Sport Centre at Crystal Palace for many years was the pre-eminent long course competition swimming pool in the UK. The National Sport Centre because of its signature 1960's style and design means it is a listed building and the open plan design and listing poses practical problems in hosting competitions in the pool and in the sports hall at the same time. CP has been superseded by new facilities, notably the London Aquatics Centre.
- CP has a 50-metre x 8-lane pool, a diving pool with a full set of boards but no synchronised diving arrangement, and a 25-metre swim down pool. It has spectator seating for 3,000 spectators. This is now the main competition pool for the south-east quadrant of Greater London.
- There are currently four long-course (50m) swimming pool facilities in the London Region: London Aquatics Centre (NE quadrant or Central) Crystal Palace (SE) Hillingdon Sports and Leisure Centre (NW) Ealing Gurnell Leisure Centre (NW). The gap is in the SW and Swim England would like to see a pool in the Richmond/Kingston area (no project proposals at present).
- From a regional and national viewpoint, it is essential that the existing two major competition centres at the London Aquatic Centre, Stratford and the National Sports centre at Crystal Palace continue to operate.
- Travelling time for a 50-metres Regional Competition Pool is considered to be approximately one hour and ten minutes. Swim England would also like to see 50m swimming pools in both Kent and Surrey to serve these areas.

### Swim England Diving

- Crystal Palace Diving Club is one of 8 Swim England Diving Development Centres (DDCs) across the country. The centres are funded by Swim England to grow the number of participants and qualified

coaches in the club. They have been awarded this funding due to the work they do at a local, regional and national level to develop divers and coaches and have an excellent track record of performance of both.

- Swim England has a two-tier system of funded diving programmes – Talent Development Centres (TDCs) focus on elite performance and there are 5 of these centres. There are then Diving Development Centres of which CP to create/develop participation and develop excellence.
- Crystal Palace links into Dive London Aquatics (based at the London Aquatics Centre) and the diving development will be led by the CP Diving Centre across South London.
- Crystal Palace Diving Club/Centre currently have divers on every level of the Swim England National Talent Programmes – from 9yr olds attending the Talent Selection event - The Talent Games, through to a number of their girls being selected to the British Diving Tokyo 2022 Platform Development Programme.
- Swim England's view is that the Crystal Palace Diving Club is an excellent centre. It does very extensive work in the local area in introducing diving to school children. It then has an extensive programme to develop talent. From this work it provides a very broad base of participation and then supports an extensive coaching and development programme of divers thought to elite performance.

#### London Schools' Swimming Association.

- The NSC is very important to the London Schools Swimming Association (LSSA). It hosts the annual Secondary Schools Swimming Championships. There is no other venue with the seating capacity and which is affordable to host this event.
- The LSSA strongly supports the £1.3m upgrade of the Diving Pool and Dry Gym at Crystal Palace. The diving's schools programme is one of the largest at the Centre and forms a very important section of aquatics within LSSA. Many entries to the schools diving competitions come from 257 local Primary schools across South London.
- LSSA is committed to producing a National Schools Diving Championships across a five-year programme and the LSSA Diving Team are at present two-time champions. The majority of our winner's train at the NSC.
- Diving amongst our schoolchildren is so successful due to the school's talent testing programme led by Crystal Palace Diving Team. Coaches go into schools daily to test hundreds of children. As of December 2017, the Crystal Palace Diving Team has talent tested 157,805 children, the best have gone on to compete for London's Schools team and to also compete for England and Great Britain. Currently 14 years old Junior European Diving Champion, Eden Chen (a 2028 Olympic 10m hopeful) trains at the NSC and attends Alleyn's School in Dulwich.
- Should the diving investment programme at the NSC go ahead then the inclusion of "water harnesses" means disabled diving can be introduced for the first time in the London Schools Swimming Programme.

## Indoor Hall Sports

### Volleyball England

- Volleyball England is reviewing/updating its national facilities strategy. The national centre for volleyball is incorporated within the Kettering Sports Arena and it hosts national cup competitions and finals.
- London is an important region for volleyball because of the diversity of the London population. Volleyball is an important sport for many of the nationalities within London region, so there is more scope and potential to increase volleyball participation in London than elsewhere.
- The NSC has been an important events venue for volleyball and has the potential to do so in the future. In the past it has hosted national cup finals over weekends in April and with four finals each day (last being in 2010). It has also hosted inter regional cup competitions, again over both weekend days.
- The NSC has a track record of hosting competitions and meets the needs of volleyball for events which require up to 1,000 – 1,200 spectators. Events requiring higher spectating numbers can be held at the Copper Box London arena.
- Advantages of the NSC are that it is: an accessible London venue with good transport connections; the indoor hall space can accommodate volleyball at London wide club use and host events (Volleyball England provides the flooring required for national event use), lighting levels and changing accommodation meet the needs for volleyball up to national competition level; the NSC management has a track record/experience of hosting events; provides potential to host a resident major club for competitions.

### Volleyball England Indoor and Beach Volleyball - London Region

- The London Association are looking for more venues for volleyball. They currently use for recreational events, Richmond upon Thames College, Ernest Bevin College, UEL Sportsdock, and the Copper Box Arena.
- The potential at the NSC to have 2 courts in use for volleyball in the main arena is a real positive. Only Copperbox and Barking Sportshouse have this potential (GLL managed) but pricing levels are real issue for clubs at both venues.
- The most urgent need is a home venue for IBB Polonia, current English Champions who play at present at Brentford Fountain Leisure Centre, which has very limited spectator seating. This raises questions from Poland where they get 100,000 watching the Live Streaming of the games in London.
- The open plan across the sports hall and the swimming pools is a well-known problem. Volleyball and other sports cannot stage events in the sports hall, whilst swimming also has an event. Event management from use of whistles and spectator noise is heard across both activity areas. If this long-standing problem and if could be resolved, it would increase the capacity of the NSC to host both indoor hall sports and aquatics events at the same time.
- The beach volleyball facility is an excellent addition to the NSC. It has been the base for the top Beach Volleyball pair, since the 2012 Olympics. It has now attracted a top beach volleyball coach, Lewis Lett, to move to London from Bournemouth and he is running sessions at the venue.
- Beach volleyball is now popular in London with good use being made of facilities in Leyton, Crystal Palace, Barn Elms, Wimbledon Park and Teddington - the latter the home base for the Commonwealth Junior beach pair.
- Retention of the facility is essential. The courts meet the requirements but improvements to changing facilities are required.

### Table Tennis England

- Table Tennis England does not have a national facilities strategy, it does have extensive facility guidance on the requirements for table tennis at all levels of activity to support facility development.
- Table tennis operates as a recreational sport in community centres, leisure centres, schools indoors and outdoors at the same venues and in public parks with the PING initiative which provides permanent tables for recreational use. Organised table tennis is a club-based sport and with local

leagues district leagues.

- There is a Bromley table tennis League which has twelve clubs at present and has four divisions. It operates from local leisure centres and schools. There is no Crystal Palace club and it is understood the Bromley League does not use the NSC.
- The scope to use the NSC could be through initially the PING programme with outside tables for recreational use. Table Tennis England has also just launched a programme Bat and Chat, similar to the walking football and walking netball programme concept. This is usually delivered in partnership with local authority programmes supporting active lifestyles and public health departments. It includes new table tennis tables and Ping sets to local community centres, schools etc, for the venues to deliver sessions aimed at engaging older adults in a more active lifestyle.
- Other possible initiatives are inclusion of the NSC as a venue in local club leagues, in the other Boroughs (the map attached has the name and location of local clubs in SE London), and so leading on from regular recreational table tennis and development of players – all being played at the NSC.

#### England Handball

- England Handball does not have a facilities strategy, as the playing area requirements for handball at 40m x 20m requirements considerably limits the number and size of existing venues which could provide for handball. So, facility development is more based on individual negotiations around specific projects.
- London is the key area for handball development and for same reasons as for volleyball, the diversity of the London population and the very high popularity/participation in handball by other nationalities, especially eastern Europe nationals.
- Handball has three venues in London which are of a scale for handball and used for national/regional competitions and host clubs, these are the Copperbox; Leyton School and Barking Sporthouse, and so all three venues are in NE London. There is also access to St Marys College in Twickenham and there is a club based at this location.
- Handball formerly used the NSC extensively as a national/regional competition venue and the women's GB team was based there.
- The NSC because of the scale of the sports hall, the CP location, spectating capacity and event management experience means it has extensive potential for handball, both as a club base and to host regional and national competitions. It could serve as a club venue for SE and SW London. It would require dedicated access time for club use weekday evenings and weekend days during October – April. The ancillary facilities – scale and range are excellent for hosting competitions but improvements in the quality of changing accommodation and the floor surface would enhance it as a club venue.

#### Badminton England

- Badminton England does not have a facilities strategy mainly due to not currently having a Capital Investment Fund.
- Given the iconic status and size of the NSC it is a facility that is important to Badminton England. It has previously hosted a great deal of badminton activity and the scale of CP means it is venue that is important for badminton in SE London and a wider area.
- The most important features of the NSC is the scale and the twelve courts. In addition, the centre has a record of hosting school competitions both locally and regionally although this has now ceased (set out). Also important is the seating capacity meaning competition events at regional level and above are possible.
- There is a total of 12 badminton clubs in the 5 Boroughs of which 2 are affiliated and 10 unaffiliated.
- Currently CP hosts provision for both pay and play and the No Strings Badminton programme. Recently Badminton England signed a national partnership with GLL that will see them being an official leisure partner of Badminton England. This aims to improve and increase the badminton provision within their sites, including the NSC. This will see an increase in the number of No Strings sessions as well as working together to increase attendance in their current sessions.
- CP has been an important host venue for the National Schools competitions in partnership with

London Youth Games. This has seen both local competitions and the London finals being held there in the past. However, the 2017 competition encountered a number of issues that has meant this competition has now moved to another venue and is no longer hosted at CP. This competition was held on North Balcony and the issues faced including insufficient run offs between the courts making activity unsafe but more importantly the roof leaked during the competition resulting in injury to a competitor and one court then being out of action.

- In terms of future requirements at CP then ideally investment would be to improve the run offs between the courts to make it more conducive to club and competitive activity. In addition, repairs to the general facility to ensure safety and lack of disruption to activity. If this happened, then CP would be a very important facility for Badminton England and see an increase in usage and participation.

#### Basketball England

- The NSC is under-used for spectator events, but for basketball camps and elite training it is used by Luol Deng foundation 1-2 times a year.
- There are very few venues of this size and spec like the NSC in London so there will certainly be demand for use from clubs, but it will be price dependant.
- Location, scale of the main hall and spectating capacity are the unique features of the NSC for basketball.
- The alternative venues in London for basketball competitions with spectator seating of 500-2000 are very limited; UEL Sportdock, Hackney Space, but none in South London.

### Other Indoor Sports

#### British Weightlifting

- The NSC has played a huge role in the development of weightlifting as a sport as well as being the catalyst for numerous individuals across a wide variety of sports to fulfil their sporting ambitions, both in terms of Olympic lifting and other sports.
- The Olympic Lifting section of Crystal Palace has produced dozens of English and British Internationals and medallists, including Commonwealth Games, European and National Champions. Twenty-one times British Champion Jo Calvino and World Junior Medallist Mercy Brown are excellent examples of what can be achieved by creating high quality, inspirational environments, supported by World Class coaches. It is no surprise that the Club can attract local talent as its successes have resulted in Crystal Palace being awarded National Club of the Year on several occasions.
- The facility under the stewardship of Keith Morgan, has also played a key role in British Weight Lifting's development strategy acting as a major hub centre for talented young lifters. Its location encourages a diverse opportunity that is easily accessible for individuals of all ages and abilities. There are no barriers to entry at Crystal Palace and lifters of abilities are encouraged to achieve and better their personal sporting goals.
- Our current strategy focusses on growing and developing our core market as well as encouraging more individuals to appreciate the very real benefits of weight lifting in helping local communities become fitter, stronger and healthier. We have identified 10 elite clubs across the UK, of which the NSC is one that demonstrate the correct standards of excellence to attract current and future lifters, as well as those just beginning their fitness journey. These standards include coaching, environment, opportunities and facilities, ensuring that individuals of all ages and abilities thoroughly enjoy their lifting experiences and are keen to develop and grow within the sport.
- The Club continues to be one of BWL's elite clubs and will hopefully play a significant role in the future success of the sport over the next generations.
- As a long-established centre, it has also hosted numerous competitions at both National and Regional level, which have attracted excellent numbers of competitors, coaches, spectators and volunteers. The centre is very much London's competition hub and has the potential to attract future National and International competitions.
- If the weightlifting club at Crystal Palace was lost to the Association it would have a big impact on the

future development of the sport in London and the south of England, which is a key area in terms of membership and potential growth.

- The very real benefits to other sports should not be ignored, as the elite International Coaches at Crystal Palace have utilised their Olympic Lifting and strength and conditioning expertise to develop sports people from wide and varied backgrounds contributing in no small way to their success.

### England Squash

- South East London is an important area for squash due to its population density and geographical location. The Kent and South East County Associations have been delivering a successful development programme for the past few years. Other squash participation groups are active in the area including: Racquets Cubed, Squash Squared, Squash Match, Spirit of Squash and the London Youth Games.
- The NSC is within the remit of Kent Squash. The schools programme is expanding, and Kent Squash consider the NSC as a key (future) part of this initiative.
- The NSC is an ideal strategic location – the population is extensive in the immediate area and fits the demographic profile for squash participation. The extensive primary, secondary schools and colleges in the catchment, is ideal for an outreach programme. Kent squash are currently in the process of expanding the Bromley and district programme. For example, currently Kent SRA with their Junior Development are in the process of conducting a comprehensive and wide ranging (mainly primary) Schools Outreach Programme in the Bromley area. They are intending to include the NSC in the next phase of the programme.
- The NSC is part of the SE London squash provision (within a 5-mile radius). Currently there are a total of 28 courts spread across 10 facilities. Of the 28 available courts, 3 are currently at the NSC. Were these courts to be removed it would leave a total of 25 courts across 9 venues. The remaining spread of facilities would make squash significantly less accessible to a significant population in the area.
- Were the NSC courts to be removed from the centre, the next closest facilities available to facilitate the NSC participation would be the Sydenham Lawn Tennis, Squash and Croquet Club, which currently has 2 courts but is for members only.
- Removal of the NSC courts would increase the burden on the Sydenham facilities who have fewer courts and already have their own squash league.
- Squash usage at the NSC is vibrant – occupancy rates are very good at peak times and reasonable at week-ends. As with all squash venues there is extensive scope to expand usage at off-peak times.
- Kent Squash are interested in working with the NSC management to introduce a local schools outreach programme that would be of benefit to all involved in squash at the centre.
- There is a clear rationale for creating a club structure at the centre to provide participation and talent pathways for new players (especially juniors).
- The three courts are all in a similar condition – all in need of wall resurfacing, re-plastering of front walls and floors need sanding. The glass doors are in a reasonable condition but would give much greater visibility if they were all glass backed. There is no real visibility in relation to passing spectators although they do all have balconies with some viewing from above for approximately 20 people). Due to the close proximity of the swimming pool the balcony area and the courts themselves are warm and the temperature is not good for participation in summer months.
- The profile of squash at the NSC needs to be increased for example promotion of the sport and making the courts more visible.
- Retention of the three courts is essential for all the reasons set out. Protection of the courts to meet current participation levels and potential to increase in line with the development programmes described.
- Protect the existing courts, improve the quality and get CP management to work with squash on a school's outreach programme. Want to make the squash use more cohesive at CP usage is good, it is has no focus or structure and no development work. Huge potential for club development but needs the centre management engaged.



### British Gymnastics

- On behalf of British Gymnastics, I would like to provide comments and offer support to the existing Gymnastics Club and provision that has been operating at National Sports Centre as a community club for 30 years.
- The Club is a hub of gymnastics activity with ambitions to grow and further develop. The club want to remain operating at the Centre.
- The NSC currently has 300 members who attend weekly sessions and caters for a variety of Gymnastics disciplines.
- It was awarded 'Club of the Year 2012' by London Gymnastics and has provided regional medallists in both Women's Artistic and Gymnastics for All. The club are actively involved in and attend regional events on a regular basis including the regional club conference, performance pathway clinics and camps and other relevant continued professional development opportunities.
- In terms of demand, Crystal Palace and the surrounding areas of South London are densely populated, with a significant demand for gymnastics and trampolining. British Gymnastics (BG) are keen to support any initiative that will maintain develop and create new and retain existing gymnastics and trampolining opportunities in London and are supportive of this club.
- Demand for gymnastics is very high throughout the country with waiting lists currently exceeding 1.6 million and BG is confident that any redevelopment of the centre; especially being based within a highly populated and dense area, will attract a high user/membership base.
- Through the variety of disciplines that Gymnastics must offer, the sport addresses many of the key social agendas including tackling physical inactivity, improving health, community cohesion, youth work, crime reduction, regeneration and of course provision of sporting opportunities.
- BG are committed to supporting this club and gymnastics and trampolining provision in the NSC; equally as important is the long-term impact, sustainability and opportunities this club must offer. On-going support will be offered from BG to further develop, support and grow the gymnastics provision at the NSC and will ensure that it provides a quality service to the local community.

### London Gymnastics

- Crystal Palace is a long and well established Gymnastic Club in the London Region and has run as a community based club for the past 31 years. They are affiliated to London Gymnastics and British Gymnastics, the governing body for our sport.
- They have been very actively involved in the Region from competing in Gymnastics for all and Women's Artistic competitions and their success has been an inspiration to all. In the past the head coach produced Rochelle Douglas as Under 9 National Champion. Other successes have been London Regional Team Champions for the last 2 years, 2016 and 2017. Voluntary Competitions have seen Crystal Palace gymnasts in the top 6 placings at various ages.
- London is so devoid of facilities for this most prestigious sport. As a nation, we are trying to encourage healthy lifestyles for our next generation, and one that is not only fun, but helps physical and mental development, is skilful and competitive. The Olympics in 2012 has inspired and opened the eyes of children in wanting to become involved in sport. The motto "Inspire a Generation" must continue.
- Their dedication to the sport is paramount, and to remain operating in the new proposed site would be a wonderful chance to develop gymnastics further and also be so beneficial for the younger generation in your Borough from grass route level to champions as they have in Women's Artistic.
- I strongly recommend and support that this long established successful club be given the opportunity to continue helping and involving the local children in gymnastics at all levels.

## Outdoor Sport

### British Triathlon

- The NSC has been an integral part in the growth of triathlon and multi-sport for more than two decades.
- During this time the National Sports Centre has hosted numerous triathlon, aquathlon and duathlon events which have been enjoyed by over 20,000 participants of all abilities. The success of these events is due to the Centre being able to offer a traffic free environment for events and training opportunities. Importantly, these popular events attract complete beginners and those getting back into physical activity.
- A loss of these facilities will severely hamper engagement opportunities that would not be possible on the open road. This unique London venue is possibly the only venue that has the capability to host a traffic free triathlon, in Greater London, without having to close public roads.
- Whilst, the home for one of the country's largest triathlon events, run by a local triathlon club, the venue also hosts an aquathlon which is included in the London Youth Games (LYG). This aquathlon is one of the most popular events in the YLG's programme and continually has entries from most London boroughs with over 250 young, often first-time, participants each year.
- For over 15 years British Triathlon has used the National Sports Centre to deliver triathlon coaching courses, for local coaches, to coach beginners through to elite athletes. It is the venue's facilities, including accommodation, that enable coaches to develop in a triathlon sports environment second to none in London. The impact of losing these training facilities could see the reduction in the number of qualified triathlon coaches in London which will affect the growth of the sport within the capital.
- The National Sports Centre is often undervalued as a venue but for British Triathlon it is a crucial part of our sports development programme. From delivering mass participation events to coaching courses many thousands of people have gone on to develop a healthy lifestyle.

### Lawn Tennis Association

- There are currently around 60 juniors accessing regular coaching and we are working with GLL on a development plan to grow the adult coaching programme alongside school's outreach. In 2017 there were around 2000 unique court bookings at the site. I understand that local schools also use the courts but do not have the data on the number of hours. There are around 60 players involved in regular competition at the site through Local Tennis Leagues and GLL are also working with our Charitable partner Tennis for Free to provide an element of free coaching and court time throughout the year.
- Whilst we do not use the venue to deliver directly its location is strategically important for tennis in south London as its central to Bromley, Lewisham, Southwark and Croydon. The infrastructure at the site and around it means there is good visibility within the local community and the transport links make the site accessible.
- The current LTA strategy has a single focus to grow participation & prioritises the development and expansion of community tennis, representing a key opportunity to reach much wider & diverse audiences. We know that demand is high for tennis in Southwick and Bromley but not always accessible through the club offer due capacity issues. In Lewisham and Croydon, we are working with the LA's to improve the parks offer through capital investment, technology/access and a better customer journey.
- The LTA recently announced the Transforming British Tennis Together initiative, which aims to make courts across the country more useable and accessible to everyone over the next ten years. Increasing court time with lights and covers are core to this project. We know that across London there are only 8 indoor venues (53 courts) that are accessible to the public, making year-round play a challenge. Our vision over the next 10 years is to double the number of covered courts in London and we are currently scoping areas that are of geographical importance.

### London FA

- From a county perspective we do not have any affiliated grass roots football taking place at CP recorded on our system therefore Palace Academy, Palace Foundation and GLL are best placed to provide details on current use.
- That being said, we know that London has a dearth of all weather pitches and access to any new facilities for grassroots clubs in London and probably Surrey would always be welcome and generally oversubscribed.

### England Hockey

- Development of Hockey at the NSC is a high priority project for us due to the high level of demand and low supply in the area from a participation stand point and also from a South London hockey hub point of view.
- Wayfarers are one of the leading clubs in London and finding a home for the Club is a priority. The NSC is an excellent location.

### England Netball

- There is potential for the indoor facilities to serve as a training and competition home base for a number of local clubs and for the outdoor facilities to host County League fixtures.
- There is also potential for the Centre to serve as a base for recreational programmes such as Back 2 Netball (indoor), Walking Netball (indoor) and Summer Camps (outdoor with wet weather provision). The local Netball Development Officer receives several enquiries from people within the area wanting to get back into the sport or take up walking netball.
- England Netball would advocate for Kent County's Premier League fixtures to be moved from Osterberg Sports Centre to the indoor court at the NSC due to Osterberg not meeting the minimum run offs for this level of competition.
- There is potential for London Pulse to use the venue as their 'South of the River' training hub.
- Surrey Storm Superleague Franchise have indicated that if the spectator seating was increased to over 1500 seats, it could be used an arena for some of their pre-season or in season fixtures.
- Outdoor courts are out on a limb, and on a split level, with inadequate run offs. We would like to see the number of courts increase and better consideration given to accommodating officials, spectators, players. Safety concerns have been raised locally, as there have been reports of the general public being quite threatening to those walking between the courts and car park / toilets. Key question – is there a better location for them than the current one?
- Indoor courts – are in high demand but are too costly and inaccessible for local Clubs to use. Facilitating progression of Clubs such as Crystal Palace Netball Club should be the priority, with consideration for allowing them space to train and host Regional /Premier level fixtures. For this, they need 2m run offs, additional space for table officials, socketed posts, changing accommodation for teams and male / female umpires, and space for after match refreshments (not on the court).
- Currently the indoor facility is appropriate for League, County, Regional and National competition but not International due to the limited number of seats available. The location is excellent for Regional and even National netball, with ample parking and if the facility is redeveloped with netball in mind, it could become a very important venue for netball with a significant, regular and reliable revenue stream for the site.

- 3.23 The NGB comments appear almost universal in their support for the NSC and the need for its retention as an important facility in the development of their respective sports. The NSC appears to be still important or have significant potential for a large range of sports, particularly in the South London context. The NGBs therefore appear to support the local user views in terms of the future potential for the site.
- 3.24 The analysis identifies that the scale of provision, particularly for aquatics and indoor hall sports is only available at the NSC and when combined in one centre it creates a critical mass of facilities and provides a truly multi sports centre. This is unique to Crystal Palace in South London and must be recognised explicitly.
- 3.25 The scale of provision allows for development of participants from beginners to regional athletes in all aquatics disciplines, except synchronised swimming. Diving plays an elite role. All possible under one roof and not available elsewhere in London. In terms of aquatics the scale of provision allows the 50m to be in 50m mode at all times. This has

advantages for the development of swimmers as they always swim in what is competition mode. This opportunity and provision is almost unique to the NSC.

- 3.26 Only in terms of athletics does the current scale of provision appear to be no longer as important from an NGB perspective, particularly in terms of the stadium.
- 3.27 In terms of gymnastics and weightlifting current activity is well supported and forms part of the NGB structures. Further potential exists for growth.
- 3.28 Outdoor sports appear to offer more of a recreational offer, although the potential for hockey development appears more significant in the context of Wayfarers.
- 3.29 The scale of provision also allows for events use at sub-regional and county level across different sports. The NSC retains the capacity to host events at these levels and across a number of different sports and disciplines, although again this appears less critical in terms of athletics, where the sport has shifted strategically in terms of its events offering. The analysis in the appendix illustrates that the NSC is well placed to play an events role across a number of sports, particularly aquatics and hall sports. With a sports hall capacity of 1,500 and a swimming pool capacity of 3,000 additional seating would not be required to deliver a wide range of national league and regional events to service South London and is important in this respect given the lack of alternatives.
- 3.30 NGB support for the NSC therefore appears strong and support the local user views and therefore begins to shape a vision of a sub-regional events and sport and club development centre. If this is a vision this needs to start to be shared jointly and committed to in any future capital or management interventions in order to deliver.
- 3.31 As with clubs, the key will be how to turn the needs expressed into tangible support for the NSC, to ensure NGBs are fully engaged and involved in the development of the next phase of work to ensure ownership of and commitment to the design and operational solutions.

## Local Authority Strategies and Consultation Analysis

- 3.32 Other critical local partners in any future visioning and investment at the NSC are the neighbouring local authorities.
- 3.33 Review of the Indoor Sports and Recreational Facility Strategies and Playing Pitch Strategies for the five London Boroughs and consultation with relevant officers is set out below.

### Bromley

- Bromley Council does not have a playing pitch strategy or an indoor sports facilities strategy. The Council determines the needs for indoor and outdoor sports facilities through the Bromley Leisure Trust and the Trust operator of the indoor and outdoor facilities (My Time Active).
- Bromley has 22 community level swimming pools on 13 sites. Bromley has 35 sports halls (at least 3 badminton court size) on 23 sites, the vast majority of the sports halls are located on education sites. Bromley has 12 full size artificial grass pitches on 9 sites. The figures include the facilities at the NSC. Overall, Bromley has one of the highest provision of facilities of any of the London Boroughs.
- There is nothing clearly evident in terms of developments that may impact on the NSC, other than the Blackheath and Bromley Athletic club project to develop and provide an indoor athletics training track at Norman Park, which will be progressed by the club.
- The Council do not seek to integrate their Sport and Physical Activity programmes at the Centre. They deliver sports and physical activity programme for Bromley residents, but the NSC is not part of their portfolio.
- The Bromley Trust operator is a different operator from the CP site and so there are two operators within Bromley and working to two different clients. The role of CP in meeting the needs of residents in Bromley is part of GLA and GLL remit and so stands apart from local development initiatives and local Sport and Physical Activity programmes.
- The swimming cubs in Bromley are part of swimming clubs that use CP because it is a 50m pool and most suited for development of swimmers. Also the diving pool and programme is an important facility simply because there is not a diving facility in Bromley.
- Centre is important in providing the venue for the London Youth Games and indoor sports and swimming events that are of a scale that needs the facilities at the Centre. This serves a wider than Bromley area and is at the London wide level or above.

### Croydon

- Facility Strategy is now 10 years old and not up to date. An updated recently published facility needs assessment has now been published.
- The previous strategy recognised a good distribution of sports halls across the Borough. Swimming pool provision was considered to be extensive and provides a good network of community pools.
- Supply and demand analysis identified a deficit of 178 h and f stations by 2019. LBC/Fusion provision is 17% of existing fitness provision in the Borough. Demand for indoor bowling facilities is not currently being met by existing provision, recognition of need to increase supply but no proposals. No indoor tennis facilities in the Borough and no specific proposals.
- Strategy identified that 'it would appear that there is minimal cross-boundary migration to use leisure centres between local authorities. Consultation with Fusion identified that even though the NSC pool is closed (at the time of developing the strategy) there has been no significant increase in pool usage'. (Page 64).
- Quote from Croydon Cabinet Paper March 2016 '*Work has started on a playing pitch assessment. The assessment will be completed in August 2016 and will be used to develop an Outdoor Sports Facilities and Playing Pitch Plan to guide investment in outdoor sports provision and facilities in the future which will be completed in December 2016.*' The PPS is now completed and published.
- There is no formal joint relationship between Croydon and the NSC in planning or management of

sports facilities or operations.

- GLL appointed in January 2018 as the Croydon Council leisure management contractor for the Council's indoor and outdoor sports and recreational facilities. So potential scope to consider a wider contractor perspective across Croydon, Crystal Palace and Lambeth (GLL also the contractor) - but subject to contract specification for each.
- Croydon Sports Park (outdoor athletics venue) management and operation) now included in the GLL contract, previously under council management.
- Crystal Place is considered to be important as it provides facilities that can provide for scale of events that are not available in Croydon. Most important is the athletics stadium and London Youth Games. Also scope to provide for (1) triathlon, and (2) indoor hall sports that need spectator seating around a show court (3) diving.
- Clubs based at the NSC which include membership from Croydon residents are Crystal Palace Triathlon Club/Crystal Palace Triathletes, Crystal Palace Weightlifting Club, Crystal Palace Diving Club, Crystal Palace Netball Club, swimming clubs, water polo and which includes Croydon Amphibians.
- Findings from the assessment work in the draft strategies (to be released) may identify other key clubs with limited access to facilities in Croydon and where CP could provide a venue for them.
- CP provides facilities for which there is a need in Croydon, but provision is limited or not available. Most important is gymnastics but also diving.
- Scale of sports halls at CP allows it to provide for flexible use at the same time, whereas smaller venues in the boroughs (4 court sports halls) have to provide dedicated space. Competing demands at peak times means choices have to be made about which sports to accommodate.
- The scale of the CP facilities provides the flexibility to provide for multi sports use at the same time. Scope to do this in the Boroughs is more limited and competing demands from different sports for use of venues at peak times.
- Facilities not available such as gymnastics and diving. Would think there is a bigger catchment for these sports/facilities. For community participation then CP is not a draw as these are available locally. CP needs to retain its specialism and scale.
- Transport and ease of travel and access provides potential for it to develop as a regional centre for events but needs to be promoted as a regional/South London events centre.

#### Lambeth

- Lambeth Indoor Sports Facilities Strategy (2015 – 2020) Adopted by the Council 2015.
- Swimming provision in Lambeth has both increased and improved considerably in recent years with the opening of Clapham Leisure Centre and Streatham Ice and Leisure Centre. Lambeth is still considered to have a good stock of swimming pools compared to other London boroughs. The condition of the pools is generally good.
- There is some unmet demand for sports halls space across the Borough. The amount of community use of sports halls located on education sites varies, overall there is considerable potential for increased use of education sites by the wider community. Extending the hours available in some schools will reduce significantly the level of unmet demand in the Borough.
- Lambeth Playing Pitch Strategy (2015 – 2020) Adopted by the Council 2015.
- Assessment done in 2014 and strategy is for 2015 – 2020. Biggest priority in scale and unmet demand is for football. Need is for a further 7 full size AGPs to meet demand from football (six pitches) and hockey (1 pitch). This could also accommodate some of the current displaced demand for football on natural grass pitches.
- No formal joint relationship between Lambeth and the NSC in planning or management of sports facilities or operations. GLL is the Lambeth Council leisure management contractor for the Council's indoor and outdoor sports and recreational facilities. So as with Croydon scope to consider a wider contractor perspective across Croydon, Crystal Palace and Lambeth - but subject to contract specification for each.

- Lambeth has provided 3 new swimming pool sites, and 3 new sports hall sites 2011 – 2014 (details in next section). So very extensive increase in quantity and quality.
- Lambeth now has a very extensive and accessible high-quality network of local community sports facilities. Facility stock serves the needs of the Borough for swimming and indoor hall sport's needs.
- PPS identified a need to provide a new AGP to meet competitive hockey requirements.
- CP will provide for Lambeth residents for community recreation where it is the nearest centre to where they live – but this applies to few of Lambeth residents. Also, the quality of the new facilities may draw these residents to them, rather than CP.
- Most important is the athletics stadium and London Youth Games.
- CP provides facilities for which there is a need, but provision is limited or not available, most important is athletics and diving.
- Scale of sports halls at CP allows it to provide for flexible use at the same time, whereas smaller venues in the boroughs (4 court sports halls) have to provide dedicated space. However, Brixton is a major centre for community sport and events in the borough.
- The scale of the CP facilities provides the flexibility to provide for multi sports use at the same time. However, age and condition of the facilities may limit the draw of the centre.
- Facilities not available such as athletics, indoor and outdoor track and diving. Would think there is a bigger catchment for these sports/facilities because of the need to travel for committed participants.
- For community participation then CP is not a draw as there are good quality and accessible facilities available in the Borough. CP needs to retain its specialism and scale.
- Location, ease of travel and access, so CP is a good location. Maybe needs to focus on this aspect and promote as a regional centre.

#### Lewisham

- Lewisham has just commenced work on a Borough wide PPS, due for completion in late 2018. It will identify the future need for outdoor playing pitches. Recognition that Lewisham does not have sufficient supply of full size artificial grass pitches to meet current demand. Football is the driver for artificial grass pitches in Lewisham not hockey.
- Lewisham does not have an indoor sports and recreational facilities strategy but discussion about the need for such work. Lewisham has modernised/extended Forest Hill Baths, Glass Mill leisure Centre and provided a new sports hall at Sydenham School. The catchment area of these facilities would extend to the CP site.
- No joint working or links between Lewisham and the other Boroughs about CP.
- The pool because it is a 50m pool and meets the needs of clubs and swimming development. Also, for residents who want to swim 50m lengths. Diving pool because it is the only diving facility and serves Lewisham residents who want to dive – at all levels.
- Athletics stadium because it can cater for events up to London Youth Games. Ladywell athletics track in Ladywell serves three athletic club needs for training and athlete development – track and field.
- Important in terms of scale of facilities, critical mass and so can host multi sports events like London Youth Games but also triathlon.
- Location provides good transport access for Lewisham residents. Dedicated facilities are important – dedicated 50m pool and diving pool are important.
- So, it is about scale, still a sports centre and which can serve as a centre for events and dedicated club use for SE London and London wide. It has past identity but got a bit lost now.

## Southwark

- The Council is in the final stages of completing a playing pitch strategy for adoption by the Council.
- Southwark developed its indoor and built sports facilities strategy in 2010 and since then has delivered the new Elephant and Castle Leisure Centre, major modernisation and upgrade of Dulwich Leisure Centre, new centre at Canada Water planned and modernisation of Herne Hill cycling track. The Borough continues to invest in modernisation of other sports facilities and adapt them to changing demands. The strategy is integrated with a new leisure management contract.
- No joint working on facilities or sports development. However, recognition that it is important to identify scope for CP to provide an offer which complements and adds value to the work of each Borough. Community recreation is provided by the Boroughs but then CP serves as a centre for higher level development.
- CP is important to provide facilities that are not available in Southwark, such as diving and also for residents who like the CP offer e.g. people who like to swim 50m lengths. Consider it is more about the range and quality of the offer at CP which will attract residents and sports clubs.
- The CP clubs such as diving, and weight lifting will draw residents from all Boroughs.
- Location and scale of the facilities provides for SE London and regional level of events. CP has to develop its offer though in terms of clarity over which sports and activities it is going to provide and how that complements/extends the work of boroughs and sports clubs. Investment is central to develop the offer to ensure CP is better quality.

- 3.34 In 2017 the Greater London Authority (GLA) decided to develop an evidence base assessment of need for *swimming pools, sports halls and full size artificial grass pitches*. The assessment sets out the current and future needs for to provide for community recreation, local sports club use and pay and play recreational activity. The GLA study is the only study that has assessed the need for swimming pools, sports halls and full size synthetic grass pitches, using the same methodology and undertaken at the same time.
- 3.35 For the NSC work the findings from the London wide study for all three facility types for the five boroughs have been reviewed, so as to provide a Crystal Palace and SE London perspective and evidence base of need.
- 3.36 In summary there is a shortfall of current provision to meet community needs across the five Boroughs in 2017. It does differ within each Borough but overall there is a shortfall. Projecting forward up to 2041 there is need to provide more facilities based on the GLA projected population growth. So, there is need to retain the NSC in terms of the actual capacity of the venue and consider options for changing the use of the space to meet future needs.
- 3.37 The GLA study also looked at new provision in the area since a previous study in 2012. It found there had been extensive provision of new or modernised swimming pools and sports halls in the past 4 years. It is likely that the scale of the new/modernised provision will have created a re-distribution of demand across these and other Boroughs. Overall it is evident that the NSC is competing with a new/modernised stock of quality facilities in its immediate area for community participation. This will be a significant challenge if the NSC seeks to focus on this market. Boroughs do not have further commitments to change facility supply.
- 3.38 The NSC is clearly not in the neighbouring borough's thinking in terms of meeting their resident's needs. Their focus is on their provision/development programmes meeting their resident's needs. The NSC seems to operate in isolation from what is happening with these other providers, but they share the same catchment area and 'competing' for the same demand and usage.



- 3.39 The NSC is competing with these venues for the same community participation market. Without modernisation and investment then there will be a continuing and harder job to retain its usage to these more modern venues.
- 3.40 The Centre is not seen by the neighbouring authorities as a location to provide needs at community level but to provide for a scale over and above. The London Youth Games was referred to by all authorities as one of the unique roles, playing to the NSC's scale and multi-sport strengths.
- 3.41 Overall there are few up to date local strategies and with very little, if any, reference to the NSC. Whilst the Crystal Palace catchment area extends into each borough, the NSC is **not part of the individual Borough's stock of their facilities**, so not part of their needs assessment. So, there is limited reference in local strategies.
- 3.42 In terms of a shared vision, there is therefore little or no integration with the local boroughs, crucially the NSC is not seen as part of the sport and physical activity offering. The Centre is viewed as providing for sport and events as opposed to those **less active, which form part of the borough's work and offer**. This is not to say this offer cannot be developed or that the Centre does not play this role in part, there are sessions which use the Centre for wider physical activity programmes, but this does not appear to be the reason for being for the Centre or why you would invest significantly in Crystal Palace over other local authority centres or physical activity programmes.
- 3.43 However, the clear USP in respect of other authorities and where the strengths of the NSC lie are as a club and sports development and events venue offering and range and scale of facilities that the other authorities do not.
- 3.44 Local authority support for the NSC appears consistent and clear and begins to shape a vision of a regional / sub-regional events and club and sports development centre, serving the residents of the five boroughs with specialist opportunities that the individual **Council's do not provide**. If this is a vision this needs to start to be shared jointly and committed to in any future capital or management interventions in order to deliver.
- 3.45 The London Youth Games has a 40-year history and Crystal Palace and the Centre remains the emotional home of the Games. Despite LYG hosting event days across the capital, the NSC still hosts the Spring and Summer finals weekends and the range of facilities and the multi-sport offer close together on one site provides a unique set-up in London. Olympic Park and Redbridge are also used but the set-up does not match the NSC. Despite this the condition of the Centre and increasing costs is threatening the long-term usage.
- 3.46 The NSC is certainly key to the track and field elements of the LYG. However, rising hire costs for big events like this are becoming a real issue for organisers.

#### Focus Groups

- 3.47 The focus groups provided a coming together of all the local insight via consultation and involved users current and potential users, NGBs, Clubs and other interested parties.
- 3.48 The focus groups took place over a number of evenings in February and were split into 4 areas; aquatics, athletics, indoor sports and outdoor sports. The format followed a set script covering three topic areas designed to develop agreement around the vision, outcomes and interventions required at the NSC:
- Why is Crystal Palace NSC unique? What is the vision? What is important and why in terms of outcomes?

- What are the interventions required at the NSC to deliver change and desired outcomes?
- Where any future capital investment should be prioritised?

## Aquatics

Why is Crystal Palace NSC unique? What is the vision? What is important and why in terms of outcomes?

- It provides in one location separate swimming pools which can cater for all swimming disciplines and activities. So, the scale, dedicated pool provision and critical mass at the NSC **are its USP's**.
- The 50m pool enables for a network of swimming clubs to develop swimming participation and improve the performance of swimmers. The fact the pool is always '*in 50m mode*' is ideal for swimming clubs. It is the only 50m swimming pool site that provides a dedicated 50m pool all the time.
- The separate diving pool allows for dedication for diving and water polo. The scale and quality of the dry side diving facility along with the pool ensures there is the highest potential to develop divers to elite level.
- The 25m pool allows for dedicated learn to swim programmes for both local schools and the local community to take place in a separate pool.
- The venue provides for multi sports use, for example it can provide for triathlon at one site and it is the only venue that allow triathlon to take place in a parkland setting.
- The centre has extensive spectating capacity and allows for major events to be held at the NSC.

What are the interventions required at the NSC to deliver change and desired outcomes?

- **Build on success and don't change what works very well.**
- Provide more dedicated time in the 50m pool for swimming clubs to develop club swimming and allow more swimming clubs to become part of the Crystal Palace network. Also diving in local authority pools is declining and so need to create more focus at the NSC.
- Outdated provision or no provision for example - timing systems for events needs to be upgraded and not possible to do synchronised swimming because of lack of diving boards required by synchro.
- Need for all round improvement – quantity of provision is excellent but quality needs improving, e.g. changing accommodation and social/catering provision.
- Upgrade of the building itself, roof, and circulation areas etc.

Where any future capital investment should be prioritised?

- Upgrade on quality – as above, especially the 25m pool in terms of changing accommodation.

- Comprehensive diving investment programme and which would also allow synchro to be developed.
- Centre management and promotion – promote the uniqueness of CP and what it provides. Focus on it being a multi sports centre, all sports and all activities from beginners to elite athletes and being able to be part of that that under one roof (and outside).
- Dividing “wall/screen between the pool hall and sports hall with good insulation to allow events to take place for aquatics and dry side at the same time, with appropriate temperature control for both areas.

## Athletics

Why is the NSC unique? What is the vision? What is important and why in terms of outcomes?

- Heritage and prestige of the venue in both British and London athletics – inspirational for training and competition, despite the current condition.
- Combination of indoor and outdoor training facilities, in an area of London with strong demand and a track record of producing athletes of the highest quality.
- No anchor club – instead a blend of training groups across track and field events that co-operate, and feed off each other.
- Additional facilities at the NSC complex: road running opportunities, strength and conditioning provision, physiotherapy, etc.
- For triathletes, the ability to train on the track and use the indoor facilities, as well as having the pools in CPSNC and the roads of Crystal Palace park for cycling. Single venue for training and competition.

What are the interventions required at the NSC to deliver change and desired outcomes?

- Condition of the indoor facilities – even with minor improvements to surface and heating in 2012 – athletes are training *despite* the state of the indoor provision, not because of it.
- **Access to the athletics facilities is difficult:** “rabbit warren” of buildings, route to the track via the CPSNC reception is an impediment and breaks the connection with, for example, physio provision in the Jubilee Stand. Compares unfavourably with simple card access at other facilities.
- Management: perception that the CPNSC management are not interested in athletics and **don't market the opportunities for training and events.**
- Pricing: feeling that this a barrier to grassroots athletes, and this is putting off new younger athletes from training at the NSC. Similar view on the cost of staging events at the stadium.
- The lack of social focal point – closure of the bar near the track has removed the social hub for the athletics community – needs a club house / café / bar.

Where any future capital investment should be prioritised?

- The development of a regional athletics centre, anchored on outreach, training, coaching and regional, club and school events.
- Indoor training facilities as close as possible to the outdoor track, with associated trackside provision such as strength and conditioning.
- Creation of a single access point directly to the athletics facilities.
- Provision of "club house" type facilities to provide a focal point to the athletics facilities, as well as other support facilities (changing, WCs, etc).

#### Indoor Sports

Why is the NSC unique? What is the vision? What is important and why in terms of outcomes?

- The scale of the main arena in sports hall space and which allows 2 full size basketball courts and volleyball courts and one full size handball court.
- Spectating capacity of up to 1,500 (depending on sport/event) makes means CP is the only venue in London that provides this scale and capacity.
- Other venues - as already set out - have bigger sports halls but do not have the spectating capacity, apart from the Copperbox.

What are the interventions required at the NSC to deliver change and desired outcomes?

- Establish the bookings and lettings policy between different user groups, Crystal Place membership, sports clubs and events. Determine which user groups have greatest need and deliver increase in sports participation and is sports/cost effective.
- Based on the above make the NSC a dedicated base for leading sports clubs, in particular volleyball. Scope to increase participation and re-create CP as a leading events venue for indoor hall sports.

Where any future capital investment should be prioritised?

- Modernise the changing accommodation and repair the roof. Events have ceased coming to CP because of roof leaks and injury to participants (2017 Badminton championships).
- Investigate with Governing Bodies different floor surface requirements and establish if there is a floor upgrade that would suit competition needs for several sports.

#### Outdoor Sports

Why is the NSC unique? What is the vision? What is important and why in terms of outcomes?

- Good transport links.
- The Dome is impressive.

- The NSC is a neutral venue for football.
- Location and price a key driver for hockey. Hockey pitches are hard to get. People like to come to the NSC despite the current condition of the pitch.
- Other clubs come as its good for transport.

What are the interventions required at the NSC to deliver change and desired outcomes?

- Clubs given assurance that they are at a centre, and they have that security for training and matches. Clubs would commit and invest in the site if they were given assurances and support. Currently there is an operational disconnect with end users.
- Clubs can work well together in a collegiate approach to supporting each other with resources. The matrix approach with club led / owned facilities would work well at the NSC.

Where any future capital investment should be prioritised?

- Football; dedicated room for mentoring. Club facility would be good for after match activities.
- Be good to turn CP into a hub for hockey. Would like to see the development of a minimum of two sand based AGPs.
- The development of Clubhouse is key, making it more desirable for clubs.
- Ancillary facilities; strength and conditioning, physio etc also important.

- 3.49 The focus group findings support the previous consultations and local insight and across all four sessions the clear message was for the NSC to focus on being a Centre for club and sports development and events, building on the USP in terms of the scale and range of facilities in the South London context.
- 3.50 The condition of the current facilities and the operational model and lack of support or empowerment for clubs, was considered to be holding back the realisation of this.
- 3.51 Critical interventions in terms of capital were seen as investment to make facilities *fit for purpose* to deliver a state of the art club and sports development and events venue. The need for new provision was rarely mentioned.

## CREATING A STRATEGIC VISION FOR CRYSTAL PALACE NSC

- 3.52 The evidence points to a clear and continued need for the NSC. The Centre remains strategically important, particularly in the South London context, where the scale and range of provision, the compactness of the site, location and public accessibility is unique in South London.
- 3.53 The generic findings across all the evidence base work is that there is a strong body of evidence to support the NSC meeting the needs of a range of sports. It is truly a multi sports venue and provides critical mass because of the number of facility types at one location and which can provide for beginners through to elite athletes.
- 3.54 There is nowhere else in South London, nor any prospect of anything similar being developed given the land take. The Centre is listed therefore closing the site and redeveloping is not an option. Regenerating the site is in line with GLA priorities. There are however significant issues in terms of the condition of the building and the current operational model. It is therefore important to define a clear future vision for the Centre and the facility and operational requirements to deliver this.
- 3.55 A consistent theme emerging across all the evidence base work and consultations are scale and that the NSC is unique in South London. It is also evident that *sport* as articulated by the NGBs also supports this view, this is critical as the local view is a shared view.
- 3.56 The overall features recurring through the evidence base sources are; scale of the playing facilities; the scale of the spectating capacity; the track record in hosting major events; the synergy between sports because it is a multi-sports venue; the location and serving a very large catchment population in London and SE London. All these features make the NSC unique.
- 3.57 The NSC is particularly unique in the scale of the aquatics and indoor halls sports provision at one location. This means the venue can accommodate and programme all types of users. The fact of a dedicated 50m swimming pool, which is always in 50m mode is unique and is ideal in meeting the needs of swimming development. This scale with a separate diving pool and separate dedicated learn to swim pool is also unique and the NSC is the only venue to provide these dedicated pools.
- 3.58 All the evidence base findings are supportive of the NSC location as a London, SE London and local destination. It is very well located to serve all three catchment areas as an events, clubs and local participation venue.
- 3.59 The themes of change that emerge from the NGB strategy review are: the increase in alternative venues to the NSC; and the lack of clarity in the role the NSC plays in the provision for and development of club and sports development. For example, there is the very extensive and successful dedicated Crystal Palace Diving Centre and Club. There is then a network of local swimming clubs and the network organises and develops the extensive club swimming programme. There is not however dedicated Crystal Palace athletics club or indoor hall sports clubs, or a network of local hall sports clubs who could access the centre and make it a dedicated home venue.
- 3.60 There is a mixed picture on provision for club sport and club development across diving, swimming, athletics and indoor hall sports. There is extensive evidence that hall sports clubs, notably volleyball and handball would like to make the NSC a dedicated venue for club development, events and training, the participation trends support the growth potential. The different roles and provision for club development is diluting the collective impact the centre could have and there is a lack of clarity as to how and why the centres operates in these different ways.

- 3.61 Amongst the consultation findings were consistent references to; the history of Crystal Palace and the iconic status of the indoor centre architecture; the opportunity to experience so many sports and activities at one venue; long standing family usage of the centre and generations using the NSC; and the events programme and the setting of records.
- 3.62 There is therefore a clear evidence from local users, local partners and wider partners for a shared vision for the NSC to develop as a multi-sport centre focussing on club and sports development and events to serve the South London area.
- 3.63 This should be built upon, as without the clarity of a long-term vision and driver the NSC will continue to drift without a clear purpose.
- 3.64 The legacy of the facilities means that they are well suited to sports development and talent pathways – this was by design when the centre was built. However physical activity and sports development are not mutually exclusive. We heard clearly from clubs and NGBs about the importance of a sports led vision but a full vision will need to synthesise this with wider physical activity objectives to enable a viable business plan.
- 3.65 Given the nature of the NSC, unlike the new Sport England vision, local and shared priorities are therefore more focussed on *sport*. This has emerged as a clear focus from the consultation, although these are clearly not mutually exclusive. Club and sports development and events have a critical role to play in the development of grass roots sport. Empowering clubs to develop and grow at the NSC can have significant physical activity benefits.
- 3.66 Furthermore, in its new Strategy Sport England have pledged a minimum of 29% of its budget, which will be over £200m over the life of the strategy, to support the core sport offer.
- 3.67 The NSC should therefore seek to develop a vision, which provides for multi-sport, multi pathway routes into participation, training and competition. For some sports that might be best done by clubs or a multi club structure. For others it might be led under a different model, i.e. operator led programmes. Sporting pathway development should be the objective with clubs acting to facilitate that.
- 3.68 The focus on club development and events should therefore be a significant driver, however this is primarily focused on evening and weekend provision so an operational model that also makes the centre attractive for users during the off-peak weekday time, supporting the wider physical activity agenda, also needs to be established. This is where the wider physical activity agenda can be developed e.g. off-peak programming. Swim England are having a big push on the health benefits of swimming and have piloted a number of projects related to issues such as dementia and long-term health conditions.
- 3.69 This focus and need is therefore not and should not be at the expense of wider grass roots participation and physical activity programming. Indeed, club and sports development and events can drive grass roots participation and moreover the NSC is providing significant physical activity opportunities through health and fitness programmes and various other programmes and initiatives however this is not its USP.
- 3.70 However, this should be put into context, there is little or no integration with the local boroughs, crucially the NSC is not seen as part of the sport and physical activity offering by the five boroughs. The NSC is isolated from these local networks and with good quality new centres competing it will be difficult to make significant impact and would not be playing to **the centre's** strengths. The clear USP in respect of all the local insight and where the strengths of the NSC lie are as a club and sports development

and events venue offering and range and scale of facilities that are unique in South London.

- 3.71 There will however need to be significant quality improvements in terms of facility provision to deliver the emerging role and probably more crucially a change in the operational arrangements and partnership around the NSC. Any changes also need to be shared jointly and committed to, to ensure any future capital or management interventions deliver. This means commitment from the NGBs and clubs to support the needs expressed as part of this evidence base work.



**Table 3.5: Strategic Delivery Model for the NSC**

<b>A Vision for the NSC</b>	Develop the NSC as a Multi-Sport Centre focussing on Club and Sports Development and Events to serve the South London area					
<b>Desired Outcomes</b>	<i>Protect and enhance existing facilities to make them 'fit for purpose' to deliver the vision</i>	<i>Increase the number of sport event days at the NSC</i>	<i>Increase the number of host clubs committed to the NSC</i>	<i>Support the further development of existing clubs at the NSC</i>	<i>Empower Clubs to use event profile and enhanced access to grow grassroots participation and physical activity programmes</i>	<i>Enable operator freedoms in identified areas to maximise income streams in profitable areas to support overall sustainability</i>
<b>Interventions</b>	<ul style="list-style-type: none"> <li>• Protection and enhancement of existing facilities to make them 'fit for purpose' to deliver the vision</li> <li>• Develop new operational and management arrangements aligned to delivering the vision</li> <li>• Commitment of NGB and club partners to deliver the vision</li> <li>• Allow freedoms to an operator to maximise income in <i>defined</i> profitable areas</li> <li>• Develop new arrangements which empower clubs to take ownership of facility and programme areas in return for the and delivery of grass roots development activity targets</li> <li>• Pricing strategies to reflect the needs of club and event usage</li> <li>• Seek to develop off-peak programmes to deliver physical activity outputs and ensure a sustainable business plan</li> </ul>					

3.72 KPIs will be developed at the next stage of work linked to operational and contract arrangements and aligned to deliver the vision and desired outcomes. What this means in terms of future needs is set out in the next section.

## 4: Future Needs and Interventions

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### INTRODUCTION

- 4.1 The baseline analysis has set a vision for the NSC. It is evident that the NSC needs to be retained and that the scale of provision is required to deliver the vision.
- 4.2 This section sets out the key facility and capital investment interventions to deliver the vision across the four key areas; athletics, aquatics, indoor hall sports and outdoor sports, along with the development and management interventions.
- 4.3 It is recognised that what is needed is not homogenous but will be different for different sports and activities.
- 4.4 This is particularly important in the context of athletics, which is set out first.

## ATHLETICS

### Athletics Stadium

- 4.5 UKA has a long-term access agreement that secures use of the Olympic Stadium for its major events and is the key organisation in the sport regarding bid events to international federations. In light of the Olympic Stadium arrangement, the views expressed by UKA on the condition of the NSC, and confirmed in all consultation discussions with UKA, it is highly improbable that significant spectator athletics events promoted by UKA will return to the NSC.
- 4.6 The level below UKA in athletics governance is England Athletics. In consultation with England Athletics at a number of levels, a similar conclusion has to be drawn to that drawn regarding UKA events. The England Athletics Chief Executive set out a position where he foresaw no future use of the NSC for their championships.
- 4.7 The Head of Business Partnerships & Major Events has been trying to develop events at a level below UKA's, but above the England Athletics national championships. So far, this has included the creation of the Manchester International match, at the 6,500 capacity Manchester Regional Arena, featuring in 2017 home country teams, Denmark, GB&NI Under 20, a combined British Athletics League/ UK Women' League team and a team of International Select athletes.
- 4.8 While he aspires to creating further events of a similar scale elsewhere in England, he conceded that the NSC *'is not high up on the list'* of potential venues, due to a perception that the capacity is too large for their needs, as well as concerns about its condition and access from the north of the country. Even if the international match concept did succeed – far from certain - and then was rolled out more widely, it is clear that the NSC is only one of a number of options - and not one that is currently favoured by England Athletics. This therefore would be a very tenuous justification for the retention of significant spectator capacity at the NSC.
- 4.9 Below England Athletics, potential users for the stadium fall into the category of **'regional' and club competition providers, as well as the already healthy schools sports sector.** To improve the NSC's **credibility and attraction to the former groups, thought** will need to be given to the way the stadium is marketed and priced in future. No evidence has been found of GLL marketing the stadium to athletics competition providers; this will be necessary in future to overcome perception problems regarding condition, cost and accessibility.
- 4.10 The athletics governing bodies in consultation have stressed the importance that whatever permanent spectator capacity is retained at the NSC, it will be important to **retain 'scalability' so that additional temporary capacity and/or event infrastructure** can be added to meet event requirements. Aberdare has been cited as a case study of a facility primarily focused on training/club use, but with the scope to overlay infrastructure to accommodate events up to and including Welsh National Championships.
- 4.11 There is no justification for retaining the current spectator capacity or infrastructure for the stadium at the NSC if its future is based solely on athletics events use. It may be possible that another sport, almost certainly using the infield pitch, could make a case for retaining some permanent capacity, but there is not an athletics-only case for its retention in its current capacity. It should also be noted that the last 20 years in the UK have produced a number of case studies of the difficulties caused by attempting to dovetail the requirements of athletics and pitch sports. It is not impossible to achieve, but it should not be seen as a simple solution: conflicts arise over pitch maintenance (leading to throws events being restricted) and spectator proximity to the pitch, as well as access to the track for training conflicting with pitch events.

- 4.12 One advantage of the Crystal Palace stadium site is that it sits in a natural bowl. In a future configuration with significantly reduced permanent spectator capacity and infrastructure, the bowl could provide very useful informal spectating. The nature of the athletics events that are likely to be attracted to the NSC – at regional level and below – suits informal viewing: the spectators are likely to largely be other competitors, family, friends and schoolchildren.
- 4.13 It is not appropriate to make a specific recommendation for future spectator capacity. There will be a number of considerations, including:
- any other sporting use of the stadium and the associated spectator requirements;
  - any other infrastructure to be developed trackside (see later sections) and the opportunities that this offers for creation of spectator provision;
  - the future of the Jubilee Stand in particular, with its current dual role as a spectator stand and an office provider with a range of tenants; and
  - master planning and wider proposals for the CPNSC site.

#### Outdoor Athletics Training

- 4.14 There is consensus amongst NGB partners in athletics that there is demand for outdoor training and thus the retention of the 400m track. This is a view that was unanimously agreed by consultees within the local club sector, and at the athletics focus group which contained athletes, coaches and club administrators.
- 4.15 However, the NSC is unusual, possibly unique, amongst significant athletics tracks in the UK in that it does not have a resident 'anchor' club in the simple sense that one associates the track with a single club. This is not necessarily a weakness; sometimes a club can create an environment where the public believe that the barrier to entry is too high or too complicated to scale. A 'mixed economy' such as at the NSC has the potential to thrive if a range of users can be attracted and sustained.
- 4.16 This is reflected in the formal opinion of the NGB. Following their lengthy statement about the future of the stadium, UKA concluded regarding the NSC:
- That said, UKA's strategy also highlights an ambition to drive increases in participation to build an athletic nation; and to this end UKA is supportive of any indoor and outdoor athletics facilities that sustainably meets community need via an expansive community athletics participation programme delivered in partnership with a strong resident athletics club.*
- 4.17 It is clear that UKA make their support for the track conditional on the 'expansive community athletics participation programme' at the facility. There is already a blend of community use, as highlighted in the previous section, but this will need to be built upon to ensure the long-term viability of the centre and the value of continual investment. This is theme is revisited in more detail in the recommendations section.
- 4.18 The second element of the UKA conditional support is that of 'a strong resident athletics club'. As already discussed, there is not one dominant club. However, two traditional clubs have a presence: South London Harriers and Dulwich Runners. The former has a clubhouse base at Coulsdon, on the borders of London Borough of Croydon and Surrey, but has had a presence at Crystal Palace since 1991, when they signed an agreement to use the track. The latter use the track for training from April to September.

- 4.19 On top of this traditional club use, there is use by the likes of Met Track and Trackspeed, and a number of other squads of athletes built around coaches who have established themselves at the NSC. This is a sound foundation on which to build.
- 4.20 South London Harriers (SLH) have stated in consultation that more than half their members choose to train at the NSC, and that potentially could increase with a stronger 'club feel' to the facilities, as well as an improvement to the conditions. Their other base at Coulsdon serves a different geographical market entirely – it is well beyond the reach of inner South London – and it is not unusual for a club to have two training bases. What is required is for the NSC to feel more like home for SLH, without this putting off any other users.

#### Indoor Athletics Training

- 4.21 When considering the potential future need for indoor athletics training at the NSC, the UKA statement is worth revisiting initially:

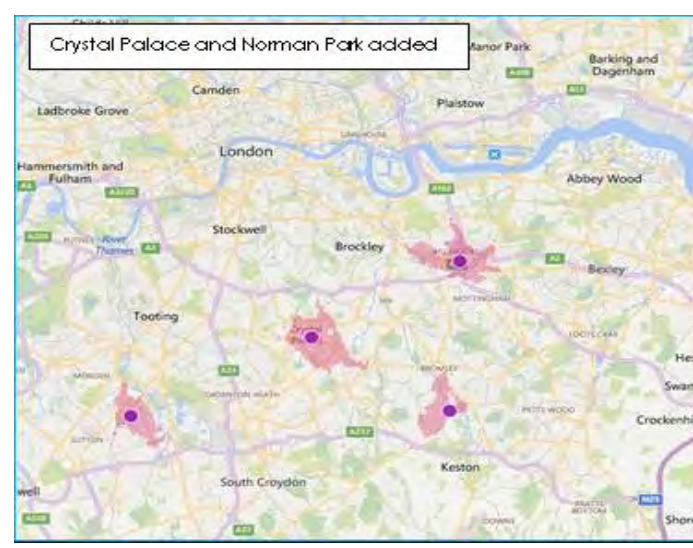
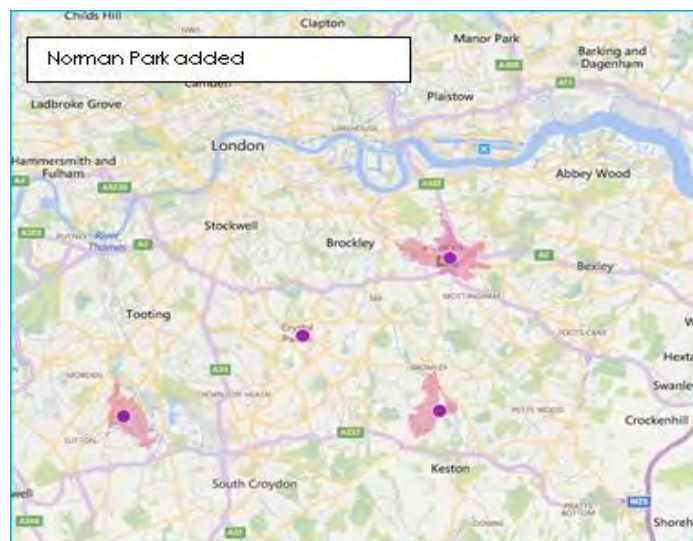
*That said, UKA's strategy also highlights an ambition to drive increases in participation to build an athletic nation; and to this end UKA is supportive of any indoor and outdoor athletics facilities that sustainably meets community need via an expansive community athletics participation programme delivered in partnership with a strong resident athletics club.*

- 4.22 As an existing indoor training facility – and despite its condition – the NSC is serving a wide catchment in South London, as already illustrated. To justify the continued provision of indoor training facilities, it is vital that it demonstrates a lasting strategic role.
- 4.23 The UKA Facilities Strategy for 2014-2019 would classify the NSC as potentially being a 'Regional Indoor Facility'.

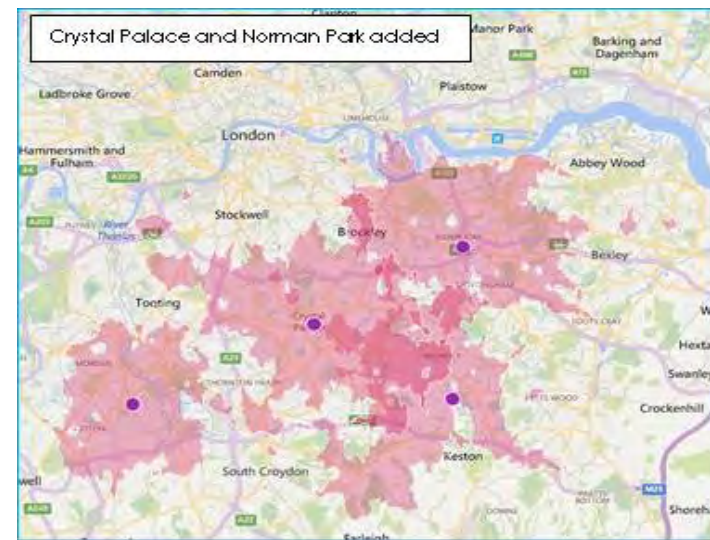
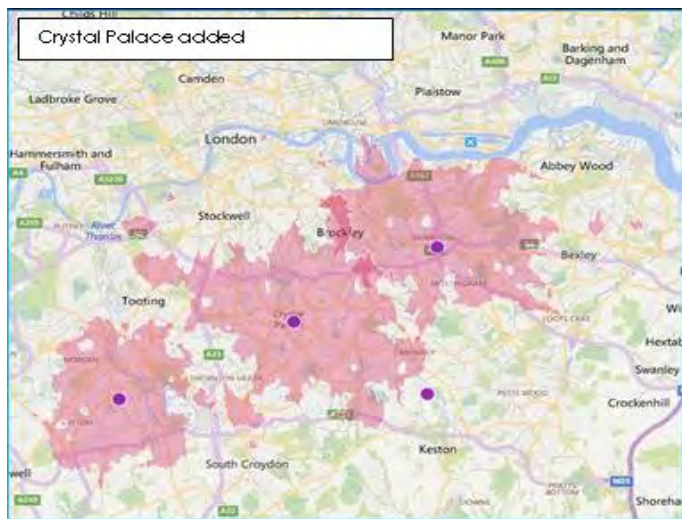
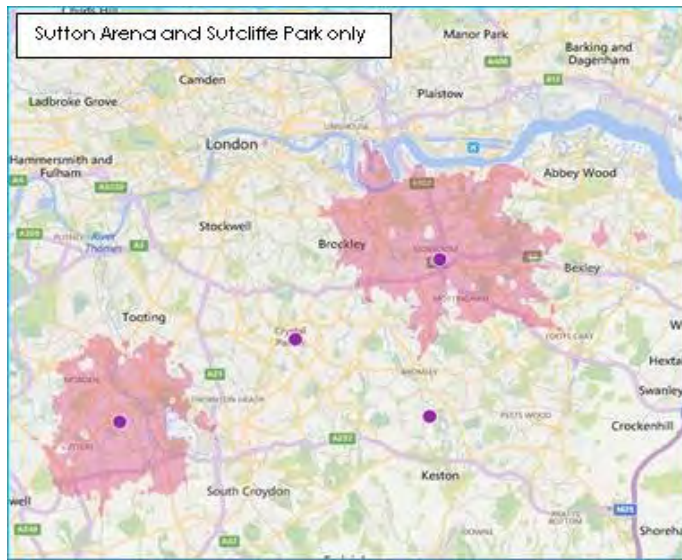
*Athletics specific regional indoor facilities serve a much larger catchment area than their outdoor equivalents and they rely heavily on clusters of clubs, regular community/school usage and cross boundary competition programmes in order to make them operationally viable. Accordingly, UKA has an aspiration for 90% of the UK population to be within a 60minute drive of a regional indoor facility and based on these criteria there is currently good coverage across the UK.*

- 4.24 Noting that the NSC is part of the 'currently good coverage', it is important to consider whether it already fits, or potentially could fit, the rest of the description. A key proviso to be made before doing so is that in the London context, drive time is less relevant than public transport accessibility. The reasoning for this is twofold: firstly, driving is neither encouraged nor a reliable way to travel in London, and secondly that access to private transport is lower in London, particularly amongst young people, and those on lower incomes.
- 4.25 Another factor to consider is that Blackheath and Bromley Athletics Club intend to add indoor training facilities at their track in Norman Park to the south of Bromley. To date the club have been unsuccessful in their attempts to raise the necessary funding, but in consultation they have stated their intention to progress plans with the funds available and 'cut their cloth' accordingly. Should they be successful in developing the facility, it would fit the traditional model of indoor/outdoor regional provision, with a single dominant club. It would also add to the supply of facilities serving south London, albeit in a location that is some distance from the most densely populated areas of the capital.

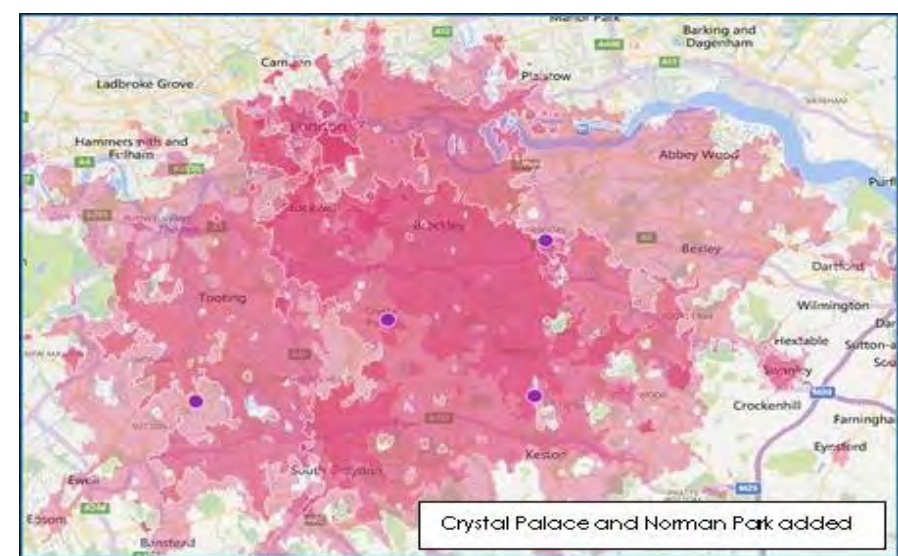
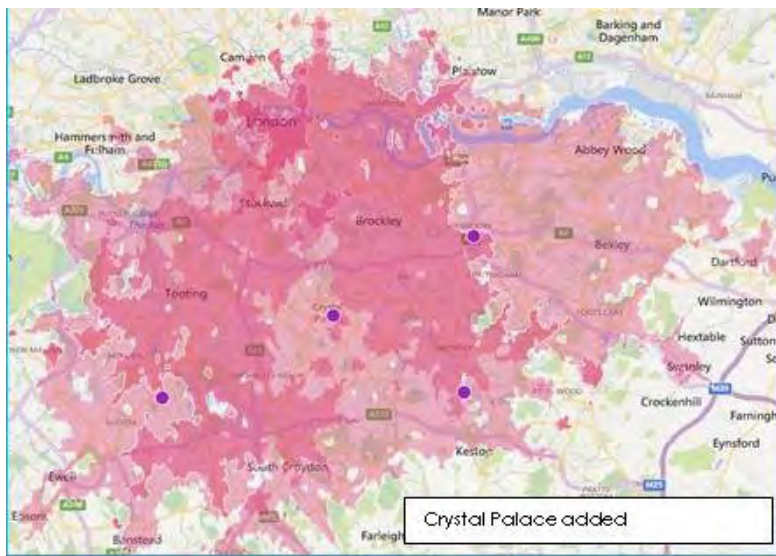
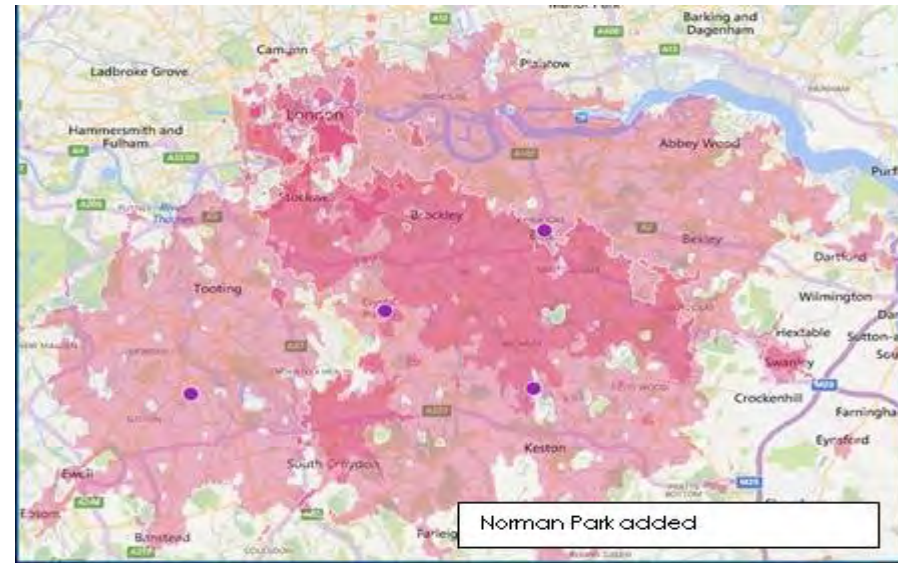
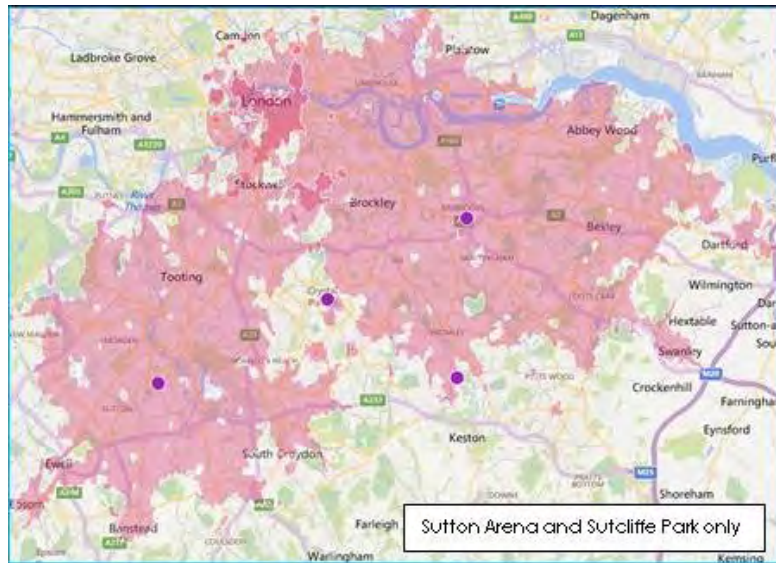
Map 4.1: 20 Minute public transport catchment



Map 4.2: 40 minute public transport catchment

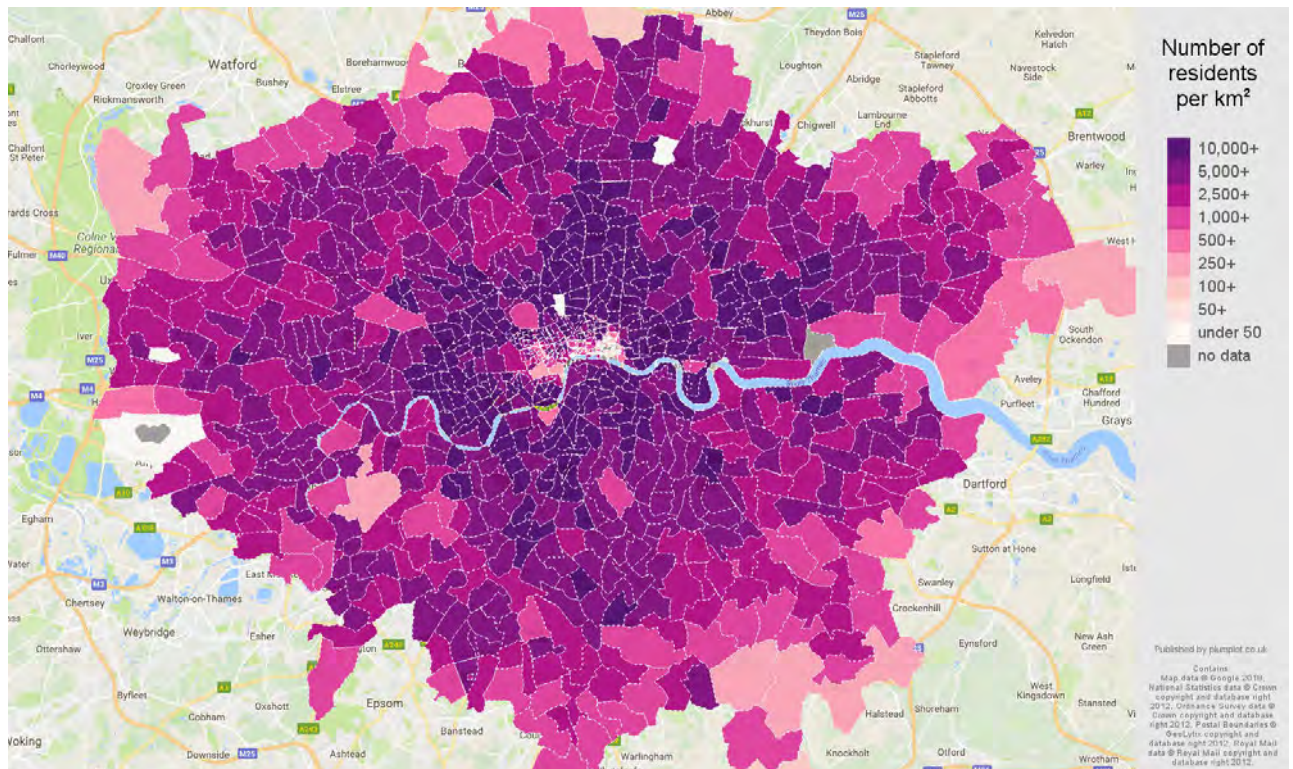


Map 4.3: 60 minute public transport catchment





- 4.26 The mapping on previous pages looks at four scenarios. The baseline scenario is Sutton Arena and Sutcliffe Park only in operation, the second scenario is to add the NSC only, a third scenario adds Norman Park only, and finally a fourth scenario adds both the NSC and Norman Park to the supply. In each scenario, the catchment of the facilities is mapped for public transport journeys of 20, 40 and 60 minutes.
- 4.27 The athletics centre mapping should be viewed in the context of population density in South London. The map below shows the relative densities – as can be seen, the densest population is clustered immediately south of the Thames, and there is marked reduction in density moving into the outer boroughs. This has to be considered when looking at gaps in catchments for the various indoor centres.



- 4.28 As can be seen on the indoor athletics mapping, with the supply of only Sutton Arena and Sutcliffe Park as indoor training venues, the coverage of South London is limited to a localised market in a less densely populated area, and a significant population of inner south London would find that facilities are out of reach. The implications of this are reasonably easy to predict: the most dedicated athletes might struggle with a lengthy journey, but for most it would simply put indoor training beyond their reach, with a consequent impact on their engagement with the sport.
- 4.29 The addition of the NSC to the baseline supply - i.e. preserving the existing pattern of indoor athletics provision – makes significant inroads into populations that are not in the catchments of Sutton Arena or Sutcliffe Park. Notably, this widens the catchment into the more densely populated inner London boroughs of Lambeth, Lewisham and Southwark – replicating the existing user mapping.
- 4.30 If only Norman Park is added to the baseline supply, there is a closing of the gap between the catchments of Sutton Arena to the west and Sutcliffe Park to the east, creating good coverage for outer south London. However, the relative inaccessibility of each venue for public transport users is reflected by the gaps that still exist in the densely populated areas immediately to the south of the Thames.

- 4.31 The final scenario, with both the NSC and Norman Park being added to the indoor training supply creates a broad coverage of south London, with little overlap. This would appear to be the ideal situation, although it should be noted that the development of Norman Park is far from guaranteed. It is perhaps not surprising that four indoor centres are required to meet the demand of south London athletes; there are already five indoor centres serving north London.
- 4.32 In consultation, the condition of the indoor facilities, along with the absence of any athletics-specific social space, was a recurring negative for the athletics community when asked about the NSC. Some of the more repeatable descriptions of the indoor provision were 'diabolical', 'shocking' and, at the most generous, 'tired'. Despite the current conditions, there is still training taking place to a high level. Improved facilities should only add to both the numbers using the NSC and the quality of training that is possible.
- 4.33 Not surprisingly, the consultation exercise returned a strong and wide expression of support for the continued provision of indoor facilities for training. Blackheath and Bromley Athletics Club **were the only voice to break the consensus, being 'supportive of a sensible solution for the future of the NSC', but not convinced** by the need for indoor facilities at both the NSC and Norman Park, pending more evidence, and noting their concern over the lack of an anchor club at the NSC.

#### A Vision for Athletics at the NSC

- 4.34 In defining future athletics provision at the NSC, it is important to distinguish between the required facilities provision and the interventions in terms of development work that will be needed to ensure the best possible sporting and social returns on investment. The benefits of running to mental health is a big issue at present.
- 4.35 Bridging these two elements will be the future operational and management arrangements, which must ensure that the facilities remain in good condition, are sensibly priced, well marketed and have athletics development at their heart. This will be a crucial aspect of any future contract and procurement process. Far greater ownership by athletics of the facilities will need to be built into any future arrangements.

#### Facilities

- 4.36 In order to deliver the vision previous sections have highlighted the need for:
- the 400m synthetic floodlit track, and all associated field event provision;
  - limited covered spectator provision, with the retention of the natural bowl for informal spectating; and
  - indoor training facilities for sprinting, hurdles, jumps and throws.
- 4.37 Assuming that retention and refurbishment of the existing indoor training facilities is not possible or desirable based on the next phase of work, then the ideal location for future indoor facilities would be as close as possible to the outdoor track.
- 4.38 Ancillary facilities – or the lack of them – were a recurring feature in the athletics consultation exercise. As part of a new athletics centre at the NSC, the following would be considered essential to ensure it functions as effectively as possible:
- strength and conditioning room (moving the existing weightlifting facilities);
  - changing and WC provision;

- a 'clubroom' with kitchenette – a multi-use social space for all athletics users and other club users, particularly outdoor clubs; and
- a dedicated entrance.

4.39 A building that contained the indoor centre, and all this ancillary provision, could double-up as the base for a spectator stand. This is a common configuration at 'regional' level athletics facilities and reflects the provision at Allianz Park in north London.

4.40 There are a number of interventions alongside suggested facility needs to ensure the vision is delivered.

#### Development

4.41 There was a voice at the athletics focus group who stated, "if you build it, they will come", but other consultees have a very different view, and recognise the challenge that exists to attract and sustain athletics usage, particularly without a sole dominant club.

4.42 Undoubtedly, improved facilities will be more attractive, and word of mouth within the sport should ensure that existing athletes will be drawn to the NSC in greater numbers, even more so if the events usage of the stadium is driven harder: events are a shop window for the training provision.

4.43 However, building new generations of athletes to grow and sustain usage at the NSC will not be a simple process. Development work will need to take place within schools (again, school events are a good advertisement for the training facilities) and the clubs / training groups at the NSC will need to be proactive to attract new young members. After-school and weekend sessions for interested, but not yet club-committed, young athletes need to be provided, but then routes for further development signposted.

4.44 This is simple sports development, but it does require leadership and drive. The models for the necessary leadership range from sport-led i.e. NGB, locally-led (highly unlikely from LB Bromley, maybe London Sport?) or business-led, along the lines of the diving model in place within CPNSC. In all options the facility operator and local clubs also have significant roles to play.

4.45 Whichever model - or blend of models - is pursued, there will need to be careful consideration given to the geographical targeting. If the straw poll of existing users' home addresses is a guide, then there is already strong usage from Lambeth, Lewisham and Southwark. These boroughs also have a good track record in production of athletes, so offer a rich talent pool in which to fish.

4.46 The redevelopment of facilities is always a good catalyst for putting in place development programmes, and a new athletics provision at the NSC should be no exception.

#### Management

4.47 Finally, it should be noted that the management of the facilities play a key role in ensuring that they remain attractive and consistent to their developmental philosophy.

4.48 Considerations include:

- maintenance of a high-quality environment – physical and managerial;
- appropriate and flexible pricing policies – both for training use, and for events;

- marketing of the facilities, particularly for events;
- support for the sports development efforts; and
- Involvement of users in setting appropriate policies and procedures.

4.49 Athletics is unlikely ever to be a money-spinner for facilities management, and thus their incentive for providing the necessary elements for success has to be defined and agreed differently. Measuring 'success' for management of the athletics facilities has to be a blend of financial performance and meeting developmental targets.

## AQUATICS

4.50 There is a very strong evidence base for retention of the aquatics facility:

- Swim England strategies identify the need to retain the NSC to meet the requirement for it being one of two 50m competition pools required in London. Also, for the NSC to serve as one of five 50m pools required in London to meet swimming community participation needs. The NSC is the designated pool to serve SE London for this purpose.
- The GLA London wide assessment of need for future need for swimming pools based on projected increases in population 2017 – 2041. This study identifies a shortfall in swimming pool provision across SE London. The loss of the NSC would increase this shortfall and for the need to be met elsewhere.
- The centre provides spectating capacity for swimming events potentially up to international level. The centre needs to be retained to meet an events programme for international, national, London and County championships. There is no alternative venue in South London or the South East.
- The evidence base developed and set out for swimming development by the Crystal Palace network of swimming clubs. The network of 12 clubs does not have sufficient pool time to meets its development needs and there are other swimming clubs that would like to join the network but cannot do so because of lack of pool time.
- The unique scale of the Crystal Palace aquatics provision. It has four separate pool areas, and this allows dedicated use of each pool area for its own swimming activities. This allows for a dedicated pool for learn to swim, a dedicated pool for swimming participation and which also provides for swimming development by clubs and a dedicated pool for diving and water polo.
- The Crystal Palace Diving Centre is a unique facility with the combination and scale of the diving pool and dry side gym. It has developed a very extensive track record of introducing diving to junior school children. It then has clear and extensive development pathways for diving through the London Schools programme and regional programmes, through to its designation as one of Swim England's **Diving Development Centres**, leading up to the coaching of elite divers at national and international level. It is a unique facility with a dedicated dive gym combined with a development programme.

### 50m Pool

4.51 The options for change for the 50m pool are about (1) changing the use of the pool – from dedication to making it a more flexible pool and which could accommodate learn to swim (2) retaining the dedication as a 50m pool in 50m mode but change the programme of use.

4.52 In terms of the vision; option 1 changes the use of the 50m pool – from dedication to making it a more flexible pool, which could also accommodate learn to swim and is in line with GLL views but is less aligned to the vision.

4.53 The first option would require putting a movable floor into part of the 50m pool, so that it has the ability to become a shallow and deep water pool for a wider range of swimming activities, notably learn to swim and family based activities in shallow water. The advantages are:

- It provides flexibility in the use of the pool and it can accommodate other swimming activities in the same water area, most notably learn to swim. This would remove the need to retain the training pool (learn to swim) pool which is in a different location to the 50m pool and so would free up that area – an important consideration.
- It provides for a more extensive programme of use for the 50m pool and increased use of the pool, which it can accommodate based on the data. Also, the cost of operating the training pool - energy and staffing are removed. Plus, any modernisation costs of the training pool, notably modernisation of the changing accommodation are removed.
- It provides a learn to swim pool and a family-based activity pool with fun features, inflatables etc. The latter being the one type of activity which the NSC currently does not provide.
- It provides for more flexible use of the 50m pool, with retention of the existing activities and inclusion of more – so a more cost and swimming effective pool.

4.54 The disadvantages of this option are:

- It changes the uniqueness of the NSC aquatics facility and the dedicated pools no longer exists. This is contrary to the vision for the NSC established through local insight and would compromise the NSC aquatics facilities.
- Putting a movable floor into a pool tank which is 50 years old may not be technically possible and could have a prohibitive cost. It would require detailed technical feasibility to establish if it can be done.
- It is not what the consultation findings established. The permanent 50m mode is part of the uniqueness of the NSC. It has allowed an extensive network of swimming clubs to develop swimmers and improve standards. The network requires more pool time and there are other clubs who want to join the network – all want to swim in a 50m pool. It was an overwhelming and consistent finding from the consultations.
- It would reduce the total water space at the NSC by removal of the training pool. This when the GLA evidence base identifies a shortfall in water space in SE London now and a need for increased water space in the future.
- It would mean a change in the programme of use to accommodate learn to swim. The learn to swim programme has an extensive weekend programme which is all day. At weekends there are swimming galas in the 50m pool and these require the whole pool. Also, the club network uses the pool at weekends and require 50m of pool space.

4.55 There may well be a long-term business case that supports creating a more flexible 50m pool and remove the costs of modernising the training pool and meeting the revenue costs. However, on reviewing the advantages and disadvantages, retaining the uniqueness of the NSC and responding to the consultation findings, the evidence base is supportive of retaining the 50m pool as a dedicated pool in line with the established vision.

4.56 There are clear advantages to the retention of a 50m pool and these have been largely supported by consultation findings. However, the case for retention needs to be reconciled with a viable long-term business plan.

4.57 Option 2 would be to retain the dedication as a 50m pool in 50m mode all of the time but to change the programme of use.

4.58 The advantages of this option are:

- It is a much simpler option and retains the dedication of the 50m and which is unique to the NSC and has overwhelming support
- The evidence base supports the change, the swimming club use is far more extensive than the recreational swimming usage and this has been consistent for several years
- There is a requirement for more pool time by the existing network and other clubs would like to join the network, but lack of pool time is preventing this happening
- The evidence from the data supports the level of use for recreational swimming could be met by a fewer number of lanes being available. It would reduce the scope to offer different lanes for different swimming speeds/competence, but the total usage could be accommodated
- It is a management change and does not involve changes to the actual pool. It could increase pool income by greater use by clubs.

4.59 The disadvantages are:

- Reduced space (but not time) for recreational swimmers who like to swim in 50m and with a choice of lanes to swim in
- Other uses such as triathlon and water polo may have reduced space for their activities, but this is a programming issue and could be accommodated
- Should we have something about not being able to programme intensively such as other pools that have flexible use?

4.60 Overall the advantages of this change do outweigh the disadvantages. The pool could be changed to programme six lanes for the club swimming network and two lanes for recreational swimming. It would be prudent to increase the number of clubs in the network to ensure there is increased use and not simply provide more pool time for the existing network. It will also be important to accommodate triathlon and water polo if the programme changes.

#### Training Pool

4.61 The training pool is the dedicated learn to swim pool and is located separately from the other pools. The scale of the learn to swim programmes is extensive. Across the two programmes of the school's programme and the GLL programme, it averages 87,041 visits for each of the five years 2013 – 2017.

4.62 However, the programme is very much dominated by the GLL learn to swim programme and this represents 74% of the total usage averaged over the five years. The GLL programme is increasing in visit numbers and the year on year usage in 2017 is a 31.8% increase on the 2013 usage.

4.63 Whereas, there is considerable variation in the number of visits in each year in the school's programme. It ranges from, 9,150 visits in 2015 to 31,490 visits in 2017 but still below the highest year of 38,540 visits in 2013. The trend has however been to increase from 2015 onwards.

4.64 Overall there is clear evidence of a sustained demand for learn to swim programmes. The options for the training pool are:

- To retain the dedicated pool as it is but modernise it as the current facility is of poor quality
- To install a movable floor in the 50m pool, so it can accommodate learn to swim and become a more flexible pool and then not retain the learn to swim pool
- Re-provide a dedicated new *fit for purpose* learn to swim pool elsewhere within the NSC complex.

4.65 In terms of option 1 retain the dedicated pool as is but modernise it, the advantages of option 1 are;

- The pool is self-contained, and it is a safe and secure environment. As it has its own changing rooms it is able to run school swimming sessions completely separate to the public swimming. This is particularly important to schools and especially the special needs schools.
- The pool is a perfect pool for learn to swim. Depth - at 1m deep it is the ideal depth for teaching all ages of non-swimmers. Size – the training pool can comfortably accommodate five separate classes at the same time.
- The programme of use has increased and there is scope to increase the schools programme. Movement away from a dedicated pool is likely to lead to compromises in the programming of the 50m pool between all uses – less pool time for learn to swim to meet increasing demand.
- It is the least cost of the three options to retain and modernise the training pool – it requires modernisation of the changing rooms only.
- The consultation findings are very supportive of retention of the training pool – dedicated use in a secure and safe environment.

4.66 The disadvantages are:

- It retains a pool in this location. The wider considerations for re-development of the NSC may require this space for other uses. So, it is about the wider development of the NSC rather than the training pool.
- It does not allow for the more flexible use of the existing total water area and whilst the evidence base is very supportive of retention, the business case may require more intensive use of a smaller total water area.

4.67 Option 2 to install a movable floor in the 50m, so it can accommodate learn to swim and become a more flexible pool and then not retain the learn to swim pool. The advantages and disadvantages of this option are already set out in the description of the 50m pool. An additional disadvantage of this option is the loss of privacy and less security for certain swimming groups.

4.68 Option 3 re-provide a dedicated learn to swim pool elsewhere within the NSC complex. The advantages of this option are:

- It provides new *fit for purpose* pool and with dedicated changing. It retains the dedicated facility and the safe and secure environment, and which are the most important features of the current pool.



- It allows potential renovation of the Paxton Axis as per the approved Park Masterplan.

4.69 The disadvantages of this option are:

- It is the most problematic – where is the site and how would it function with the rest of the Centre? What are the costs of providing a new build learn to swim pool versus the cost of modernising the existing pool? The Sport England build costs for a 25m x 6 lane pool (same dimensions as the existing pool) are £4.7m (2nd quarter 2017).
- Would the new pool be 25m x 6 lanes? It may well be reduced to four lanes on grounds of site available/cost. The current pool can accommodate 5 classes at the same time. So, there could be less space and lower usage and less income if a 25m x 4 lane pool.

4.70 Overall the advantages of option 1 of retaining the training pool as a dedicated pool and modernising it outweigh the advantages of the other two options. It is the most cost-effective option, which also delivers the desired swimming development outputs. It is also the option that retains the dedication of the NSC pools which is a unique feature of the centre. Finally, it is consistent with the emerging vision, consultation findings and the views of the long-standing swimming instructors.

4.71 Although in design terms a new pool may prove a better option. In terms of needs what is clear is if the 50m pool is to remain as a dedicated area then a second pool will be required.

#### Diving Centre

4.72 The Crystal Palace Diving Centre has developed an unfunded £1.3 programme to improve and increase the scale and quality of the diving pool and dry side gym at the NSC. The project is endorsed and supported by Sport England and British Diving, as further development of the NSC as a talent development centre. Whilst also allowing the further development of elite divers and extending the community programmes.

4.73 The proposal includes an upgrade of the diving pool with inclusion of diving board for synchro swimming. The objective is to make the pool FINA synchro compliant. Also provide water harnesses so that diving for disabled people can be introduced. These requirements have been supported in the consultation process and findings.

4.74 Upgrade the diving gym to provide pits or consider re-locating the whole dive gym and upgrade to the north end of the centre. Increase the programme of use from 73 to 91 hours per week and with an uplift of divers in the programme from 500 to 1,000. Finally introduce the primary school children testing programme to 500, 000 from the current total of 157,000.

4.75 Overall the future development of the diving centre is supported by the evidence base. It builds on the extensive success and recognition of the existing centre, established over a long time through dedication. It does extend the role of the centre to provide for synchro swimming and be FINA compliant and so that provides even further diving critical mass for the centre.

4.76 It does extend the capability to provide for disabled divers, so again extending and enhancing the role of the centre. The total project is endorsed and supported by Swim England and British Diving. The challenge is the funding of the project and how it fits within the overall redevelopment of the NSC. These should not be considered as constraints but challenges to deliver the project which has widespread support.

## A Vision for Aquatics at the NSC

### Facilities

#### *50m pool*

- 4.77 Previous sections have highlighted the need for retention of the 50m swimming pool and to keep it in 50m mode, so as to meet the requirements of the Crystal Palace swimming clubs network and expand the network. Also, to meet the needs for community participation and events at County, London and National level.
- 4.78 There is no change required to the 50m pool to meet these requirements. However, facility changes to the 50m pool are linked to other aquatic activities and this is set out next. There is a need to modernise the changing accommodation for all user groups. This was a key need highlighted in the CPSP and user surveys.

#### *Training Pool*

- 4.79 The training pool is a dedicated learn to swim pool. It is the only pool which because of its dimension and depth, can provide for learn to swim. The other pools are too deep and have the wrong dimensions. Learn to swim is an essential part of the Crystal Palace aquatics programme – both it and a learn to swim pool should be retained.
- 4.80 The options are (1) to retain the existing pool and modernise the changing accommodation. Nothing needs to change to the pool tank. This is the simplest and least cost option. It also retains the training pool in a separate location away from the public swimming pools. A safe and secure environment for learn to swim programmes is very important to schools and in particular special schools.
- 4.81 The other options are (2) put a movable floor into the 50m pool and bulkhead, so as to provide a pool depth and dimensions suitable for learn to swim, within the 50m pool. This option compromises fundamentally the 50m pool, as a dedicated 50m club development pool. It also provides a programme clash because there are Learn to swim programmes for eight hours both weekend days. Swimming galas are held on weekend afternoons and so the two uses for the same pool at the same time would have to agree a programme of use.
- 4.82 Also putting a movable floor into a 50 year old pool tank would require a detailed technical feasibility study to establish if this can be done, before any decisions are made. A movable bulkhead would also have to be accommodated, whilst also retaining the actual 50m pool length for competitions. Again, a technically and challenging task, this option is the most expensive.
- 4.83 Option (3) is to close the existing pool and provide a new dedicated learn to swim pool, elsewhere in the NSC complex as a new build. The current pool is 25m x 6 lanes and which allows for 5 teaching classes to take place at once. Most learn to swim pools are within 25m x 4 lane pools and so the new pool may, on capital cost grounds be smaller but would mean less revenue income. This option is the second highest cost, the Sport England figures are for a 25m x 6 lane pool capital cost £4.7m, and a 25m x 4 lane pool is £3.6m (both prices 2nd Quarter 2017).

#### *Diving Pool and Dive Gym*

- 4.84 The diving pool and dive gym is the most successful part of the aquatics facilities at the NSC. The diving club/centre has a very extensive programme of use from beginners to elite athletes in the Olympic programmes. The combination of the diving pool and dive gym is second to none, in scale. The only swimming discipline that cannot be accommodated is synchronised swimming because of the absence of the required diving boards number and height.

- 4.85 The Crystal Palace diving centre is dedicated and supported by Sport England as a talent development centre, one of eight in the country. However, the programme of use exceeds this designation.
- 4.86 The Crystal Palace Diving Centre has developed a £1.3 programme to improve and increase the scale and quality of the diving pool and dry side gym at the NSC. The project is endorsed and supported by Sport England and British Diving, as further development of the NSC as a talent development centre. Whist also allowing the further development of elite divers and extending the community programmes.
- 4.87 The project includes an upgrade of the diving pool with inclusion of diving boards for synchro swimming. The objective is to make the pool FINA synchro compliant. Also, to provide water harnesses, so that diving for disabled people can be introduced. These requirements have been supported in the consultation process and findings. There is further option to consider re-locating the whole dive gym and upgrade to the north end of the centre.

#### Development

- 4.88 There are some contrasting findings on development. The diving centre testing programme for local primary school children, works across schools in South London, the five Boroughs and more widely. Since 2006 some 157,800 children have been engaged in the diving testing programme – a very extensive outreach programme.
- 4.89 The diving centre club, then with Sport England support organises the school community programme across South London. Some 700 children from 250 schools across South London Boroughs participate in this programme. The club then works with the talented divers to train and compete in regional and national competition programmes. For the past six years the Crystal Palace club have been the junior national age group champions.
- 4.90 Contrast the diving development introduction and development programmes with the schools learn to swim programme (introduction rather than development). For the past 2-3 years and possibly longer, there have been 10 – 12 schools in the programme but there are over 50 primary schools within 3 miles of the NSC site. All primary schools have a national curriculum requirement to teach children to be able to swim 25m and be confident/competent in water by key stage 2.
- 4.91 Undoubtedly, there are local authority community pools, that provide for learn to swim programmes. Plus, in all areas of the country, the time and cost of schools travelling to pools is impacting with declining learn to swim programmes by schools.
- 4.92 However, contrast the schools learn to swim programme with the NSC operated learn to swim programme. The latter has full classes' weekday early evenings and for eight hours on both weekend days.
- 4.93 In short, there is demand and market for learn to swim programmes but for schools swimming it is at best static in terms of numbers of schools participating. The diving development programme demonstrates that by working proactively with local primary schools usage can be stimulated.
- 4.94 This does demonstrate there is development work needed to understand why the schools learn to swim programme is small scale and what can be done to develop a more extensive programme, especially if a dedicated learn to swim pool is retained
- 4.95 The development of swimming is undertaken by the network of 12 clubs in the Crystal Palace network. The clubs organise with GLL the programme of use for development of club swimmers and elite swimmers, working across the clubs. There is not a

development requirement for this network, just extend the number of clubs in the network and amount of water space available to the clubs.

- 4.96 Within the current system there is a challenge in terms of the transition from learn to swim to a club. None of the clubs in the network is a 'home club' rather they use CP because it's a 50m pool. As part of potentially increased space for swimming development at the centre consideration could be given to help smooth the transition from the learn to swim through to regular, competitive training, whether that be facilitated by a club or not.
- 4.97 The diving programme does not require development. It has an established and extensive track record of achievement at all levels. It wants to build on this for further success and should be supported.
- 4.98 The development programme has three diving testing programme, as reported since 2006 some 157,800 children have been engaged in the diving testing programme. The club organises and manages the school and community. The club works with the talented divers to train and compete in regional and national completion programmes. For the past six years the Crystal Palace club have been the junior national age group champions. At the elite level the club has four elite coaches, funded in part by British Diving but also funded directly by the club, to support the development of elite divers to national, international and Olympic level competition.

#### Management

- 4.99 There does however appear to be different management models operating at the NSC:
- Diving – a very successful diving club and centre and which under its own management has established a facility and development programme almost second to none and wants to achieve more.
  - Swimming – co-ordination between the NSC management and the Crystal Palace network of swimming clubs that achieves a very successful and extensive development programme. It appears as if the management is very well co-ordinated between the NSC management and clubs. As with diving, swimming clubs want to develop more, and this does involve management change, to increase the network and extend the amount of water space for clubs.
  - Learn to swim – a focused and very extensive operator managed programme of learn to swim. Contrasting with what appears to be a responsive approach to management of the schools learn to swim programme. There is scope to attract more schools into the programme, but this does require management intervention that appeals to schools and makes their time at the NSC more cost and curriculum extensive.

## INDOOR SPORTS HALL

- 4.100 The evidence base findings are clear in that, the scale of the sports hall provision, the number of courts, the playing area, the spectating capacity, the ancillary facilities and the location, when combined make it an excellent venue for developing indoor hall sports.
- 4.101 The demand for NSC sports hall provision is therefore not as a community / recreation level for provision, there is significant quality provision in the area but as a large hall for development and as a club base / events venue as highlighted in the earlier consultation.
- 4.102 There is an evident demand from the NGBs of sport to make/return the NSC to be a national and London wide events venue.
- 4.103 The diversity of the London population means there is more scope to increase participation in volleyball and handball than elsewhere in the country. This is because of the very high popularity and participation in these sports by Northern and Eastern European nationals and the high number of these nationalities in London.
- 4.104 There are sports clubs that would like to make the NSC a club base for increasing participation, improving standards of play and providing an events venue at a London wide and national level.
- 4.105 The data and consultation findings point to an underperforming part of the centre but with significant potential. It is challenging to identify any trends in the data as the categories for the different lettings and types of use are so many. There does not appear to be an overall programme of use (as there is with aquatics) and the priority for bookings and lettings amongst the different categories of use are unclear.
- 4.106 An evident finding from the consultations was a lack of clarity over the lettings policy and comparative priority for bookings for community use, in preference to long term bookings for a sports club.
- 4.107 Another consultation finding was that for clubs securing access to facilities as a dedicated club venue, is the biggest issue for nearly all hall sports clubs, the NSC because of the scale of the venue and critical mass of other facilities at the centre, means it offers very real potential for this to happen, but in the view of the clubs it is not possible to achieve.
- 4.108 Consequently, in developing the options for the future for the sports hall area, it is much less about options to change the provision (as with the aquatics). It is much more about clarity and delivery on the role and operation of the sports halls both now and in the future. The topics that need to be resolved are;
- Determining the lettings policy for use and accessing the main arena and north balcony by clubs, membership of the NSC and recreational play by non-members.
  - Setting criteria for this policy, is it to maximise club use or use by the membership or other groups/users and which delivers most in terms of usage and sports development? What are the costs and benefits of different lettings options.
  - Reviewing the scope to make changes to accommodate sports club with a regular let for halls sports clubs to increase participation and make the NSC a dedicated club venue in particular volleyball and handball, are searching for dedicated venues to grow their clubs, league play and for training, They have identified the NSC as an ideal venue in meeting these needs.

- Reconcile the policy and charging policy for staging events for indoor hall sports with the other range of uses of the NSC. In particular providing dedicated time for sports clubs to develop the NSC as a club venue for participation and events.

4.109 It is considered if these points are addressed and resolved, there is scope to make more use of the main arena and north balcony. These changes could be introduced quickly, and it does require the GLA and GLL to consider jointly and address the scope to make changes within the management contract.

4.110 Longer term the evidence base has not identified the need to increase the provision of the sports hall space but there is a need to improve the quality of the floor surfaces, changing accommodation and most importantly repair the roof.

#### A Vision for Indoor Hall Sports at the NSC

4.111 In defining future indoor sports hall provision at the NSC, it is important to distinguish between the required facilities provision and the interventions in terms of development work that will be needed to ensure the best possible sporting and social returns on investment.

4.112 Bridging these two elements will be the future operational and management arrangements, which must ensure that the facilities remain in good condition and are sensibly priced. In terms of the main hall there are some clear condition issues which need to be addressed to enable the facilities to play an effective club and event role.

#### Facilities

4.113 The scale of the sports hall provision, the number of courts, the playing area, the spectating capacity, the ancillary facilities and the location, all make it an excellent venue for developing indoor hall sports. This combination needs to be retained but there is no need to increase the number of courts.

4.114 The space is one of only three venues, along with the Copperbox on the Olympic Park site and Sportshouse in Barking that provides for two full size basketball and volleyball courts and allows for one events show court. It can also provide a full-size handball court.

4.115 The facility requirements are:

- to fix the leaking roof. This has led to injury to participants and events now moving from the NSC;
- also upgrade the changing accommodation and investigate with governing bodies if there is a floor surface compatible for all their events use; and
- the common facility requirement for aquatics and indoor hall sports halls is for some screening/sound and acoustic proofing between the two areas, so as to allow for events in both the pool and sports hall to be held at the same time. This is a long standing and well documented problem and a major problem in preventing more events use at the NSC.

#### Development

4.116 The development of participation and improving standards of players' offers huge potential at the NSC. As reported the scale of the facilities in South London are unique.

4.117 It is the role of the sports clubs to increase participation and improve standards of players and teams. It is the role of the NSC management to facilitate this and make it

happen - but the potential is hugely under realised. So, it is a mismatch between the clubs very real potential and opportunity to make this happen and the actual NSC operation. This is not a development topic but is about management and set out under that heading.

#### Management

4.118 Management of the facilities play a key role in ensuring that the NSC realises its potential.

4.119 The sports halls offer a management approach which differs from the various aquatic facilities and activity. In short, there is an absence of clarity on the lettings policy and priority for the programme of use of the sports halls by: the Crystal Palace membership: recreational play; and use by external clubs. This does appear to be limiting the potential for use of the sports halls.

4.120 The management topics in need of resolution are:

- Clarity and clear communication on the lettings policy for use and accessing the main hall and north balcony by clubs, membership of Crystal Palace and for recreational play by non-members.
- Setting criteria for this policy, is it to maximise club use, or, use by the membership or other groups/users and which delivers most in terms of usage and sports development? What are the costs and benefits of different lettings options?
- Reviewing the scope to make changes to accommodate sports club with a regular let for halls sports clubs to increase participation and make the NSC a dedicated club venue. In particular, volleyball and handball, are searching for dedicated venues to grow their clubs, league play and for training.
- Reconcile the policy and charging policy for staging events for indoor hall sports with the other range of uses of the NSC. In particular providing dedicated time for sports clubs to develop the NSC as a club venue for participation and events

4.121 It is considered if these points are addressed and resolved, there is scope to make more use of the main arena and north balcony. This may well require the GLA and GLL to jointly address the scope to make changes within the future management contract.

#### A Vision for Outdoor Sports at the NSC

4.122 In defining future outdoor sports provision at the NSC, it is important to distinguish between the required facilities provision and the interventions in terms of development work that will be needed to ensure the best possible sporting and social returns on investment. Bridging these two elements will be the future operational and management arrangements, which must ensure that the facilities remain in good condition, are sensibly priced and well marketed.

4.123 Elements of outdoor provision; hockey and beach volleyball fit the model of club and sports development and represent key strategic provision. The remaining outdoor elements are important in terms of the overall multi-sport activity offer and provide important opportunities for community recreation and income generation opportunities.





## 5: Conclusions and Next Steps

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### Introduction

- 5.1 The vision that this report sets out is to; 'develop the NSC as a Multi-Sport Centre focussing on Club and Sports Development and Events to serve the South London area.' This study found that the core facility provision largely delivers to this need however crucially the site needs investment to not only sustain its future but also to maximise this role and support club and sports development and event needs. This will be through potential new provision in certain areas and reduction in provision where the scale of offer is not in line with the vision or a sustainable future for the NSC.
- 5.2 The evidence base will be used to inform the next stages of work at the NSC. The technical feasibility will consider the technical and design solutions, whilst the procurement work will consider future management and operational models to achieve the required development interventions and deliver the vision.
- 5.3 Clearly there will be balances to be struck in terms of the delivery of the vision and need and long-term sustainability. Without a robust business model, facilities fit for purpose and at a scale that reflects the future needs for sport and physical activity any new vision for the NSC is not viable. The next stage of work will start to test these ambitions and work towards a sustainable future for the NSC.

**Table 5.1: Needs Analysis**

Sport	Recreational	Club Development	Sub-regional	Regional	Facility Needs and Interventions	Operational Needs and Interventions
<b>General</b>	n/a	n/a	n/a	n/a	<p>Address condition survey priorities to ensure the listed building has a fit for purpose future. Priorities to include as deemed appropriate at next phase:</p> <ul style="list-style-type: none"> <li>• Pool Plant equipment replacement</li> <li>• Blinds for Sports Hall</li> <li>• CHP Replacement pumps and ancillary equipment</li> <li>• NSC roof repairs excl voids</li> <li>• Replacement of high level glass panelling</li> <li>• Fire exit doors to be replaced</li> <li>• Roof Voids remedial works</li> <li>• Vertical glazing repairs</li> </ul> <p>Safeguarding is also a concern due to the layout of the facilities and the lack of controlled access and should be addressed.</p>	<p>Seek to develop a new operational model which empowers clubs to take more ownership and 'control' in a possible Trust model with other stakeholders.</p> <p>Consideration may be given to a management company undertaking the facilities management services (maintenance, utilities, lifecycle, cleaning etc.) as well as managing the revenue generating elements of the site (gym/studios etc) to finance the FM costs; with future contracting arrangements providing opportunity for existing and new clubs to control their own areas (e.g. gymnastics, diving, swimming, athletics hockey, host volleyball and handball clubs etc having ownership of space to develop their programmes and wider sports and club development.</p>
<b>Athletics Stadium</b>	School Sports days	Club matches	Open competition	London-level competition or South of England competition	<p>Significantly reduced covered spectator capacity, plus retention of natural bowl for informal spectating. Reduced seating to form part of new indoor provision and 'club facility,' possibly around an outdoor hub.</p> <p>General refurbishment of remaining stadium environment.</p>	Pricing and marketing to reflect new sub-regional role, not its (inter)national history.
<b>Indoor and Outdoor Athletics training facilities (using the 400m floodlit synthetic stadium track, an adjacent Indoor</b>	Year-round Junior sessions, school hire, and Pay and Play athletics	Year-round training for club athletes	Year-round training for aspiring elite athletes Open indoor competition for South London	Year-round training for elite athletes unable to travel to LVAC / Brunel	<p>New or upgraded (depending on the design solution) indoor training facilities for sprinting, hurdles, jumps and throws, combined with strength and conditioning room (moving the existing weightlifting facilities if design solution dictates).</p> <p>Changing and WC provision; A 'clubroom' with kitchenette – a multi-use social space for all athletics users and other club users, particularly outdoor clubs around a potential hub model.</p> <p>A dedicated entrance for athletics.</p>	<p>Maintenance of a high-quality environment – physical and managerial.</p> <p>Empower clubs to own and develop in new facilities.</p> <p>Appropriate and flexible pricing policies.</p> <p>Marketing of the facilities.</p> <p>Support for the sports development efforts.</p>

Sport	Recreational	Club Development	Sub-regional	Regional	Facility Needs and Interventions	Operational Needs and Interventions
athletics centre, and associated ancillary facilities)						Involvement of users in setting appropriate policies and procedures.
<b>Aquatics 50m Pool</b>	Pay and Play swimming, gym swim	Expand network programme with more clubs	Competition Venue	Competition venue	<p>Retaining the 50m pool as a dedicated pool in line with the established vision for club and sports development.</p> <p>Improve and enhance changing provision and pool surround, ancillary equipment for events.</p> <p>Improve screening and acoustic divide between pool and sports hall.</p>	<p>Maintain 50m pool configuration for public swimming and club development. However, the case for retention needs to be reconciled with a viable long-term business plan.</p> <p>Explore potential to expand club lane time to introduce more clubs.</p>
<b>Aquatics Training Pool</b>	Learn to Swim and lesson programme	x	x	x	<p>On basis of keeping 50m pool in 50m mode options to explore:</p> <p>To retain the dedicated pool as it is but modernise it as the current facility is of poor quality.</p> <p>To install a movable floor in the 50m pool, so it can accommodate learn to swim and become a more flexible pool and then not retain the learn to swim pool.</p> <p>Re-provide a dedicated new fit for purpose learn to swim pool elsewhere within the NSC complex.</p>	Key part of core business and income generation, represents opportunity for operator to maximise income.
<b>Aquatics Diving Pool</b>	Schools Programme	Dive School	Training and Competition	Training and Competition	<p>Upgrade of the diving pool with inclusion of diving boards for synchro swimming, to make the pool FINA synchro compliant.</p> <p>Also, to provide water harnesses, so that diving for disabled people can be introduced.</p>	<p>There is strong evidence for continuing to support investment in the facilities and the provision of a diving sports development programme however there will be a need to ensure any public investment is properly made.</p> <p>Therefore, a need to establish new long-term</p>

Sport	Recreational	Club Development	Sub-regional	Regional	Facility Needs and Interventions	Operational Needs and Interventions
					Further option to consider re-locating the whole dive gym and upgrade to the north end of the centre, subject to technical feasibility and next phase of work.	financial and operational / programming arrangements as part of new Centre management contract and any investment.
<b>Indoor Sports Hall</b>	Schools Programme and play and play	Anchor Club development	Competition Programme	Competition Programme	Address the technical deficiencies with the current sports hall and enhance it to ensure it is fit for purpose to deliver club development and event needs.  The shared environment and temperature – <i>wet and dry</i> – is a significant hindrance on greater sports hall use, particularly in terms of events.	Develop a usage and operational / pricing model which encourages clubs to become clubs and utilise the sports hall for club development, events and grass roots development
<b>North Balcony</b>	School and Casual programme	Crystal Palace Gymnastics Club	Training and Competition	Training and Competition	Convert North Balcony into dedicated facility for gymnastics subject to next phase work.  Address condition issues with North Balcony. See Sports Hall.	There is strong evidence for expanding the current gymnastic programmes and providing a dedicated offer however there will be a need to ensure any public investment is properly made.  Establish new long-term financial and operational / programming arrangements as part of new Centre management contract and any investment.
<b>Climbing Wall</b>	School and Casual programme	Crystal Palace Climbing Club	x	x	Protect the existing climbing provision and develop solutions to maximise usage.	Seek to address the current management and operational deficiencies and take a pro-active approach to the usage of the facilities.
<b>Weightlifting</b>	Pay and Play – London Weightlifting Centre	Crystal Palace	Training and Events Venue	Competition Venue for South England	Successful club and strength and conditioning critical part of multi-sport offer.  Subject to the next phase of work protect existing provision or re-provide facility alongside new indoor athletics provision. Space to be defined.	Establish new long-term financial and operational / programming arrangements as part of new Centre management contract and any investment.
<b>Squash</b>	Pay and Play	Club matches	x	x	Protect existing provision / number of courts as a strong club. Current number of courts are well used.	Improve the booking procedures to meet the needs of the Club.

Sport	Recreational Usage	Club Development	Sub-regional	Regional	Facility Needs and Interventions	Operational Needs and Interventions
					Enhance and upgrade courts to ensure they are 'fit for purpose.'	
<b>Health and Fitness</b>	Membersh ip	x	x	x	Currently performing well. Further develop the health and fitness offer; gyms, studios in line with business and market needs.	Key part of core business and income generation, represents opportunity for operator to maximise income.
<b>Hockey</b>	School and junior developm ent	Wayfarers and Gamblers	x	x	Establish the NSC as a hub for hockey thorough the development of a 2-pitch sand based facility as part of new masterplan for outdoor old stadium site.  Develop a clubhouse facility for hockey and other outdoor sport uses.	Development arrangements with clubs to enable them to take ownership and commit to the Centre.
<b>Football</b>	Pay and play usage	Club and programme hires CPFC	x	x	Protect existing pitches; 3g and covered Dome.	Seek to maximise the use of the pitches.
<b>Tennis</b>	Pay and play usage	Club development	x	x	Protect existing tennis court provision.	
<b>Netball</b>	Pay and play usage	Club development	Potential for South London club use for indoor	x	Protect and enhance outdoor provision for netball.	In line with vision seek to attract anchor clubs to use indoor and outdoor facilities.
<b>Beach Volleyball</b>	Pay and Play	Club Development	Training and Events Venue	Competition Venue for London	Protect existing outdoor courts or redevelop subject to next phase work.	

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